

# Developing a biopharma services strategic roadmap to drive accelerated growth for a leading academic medical institution



## Client Challenge

The client, a leading academic medical institution, wanted to accelerate the growth of their biopharma services business line and expand their clinical lab services capabilities to better serve biotech and pharma customers and tap into the \$50B outsourced R&D market. In Step 1, the client sought our expertise to assess existing internal capabilities, analyze the biopharma services contract R&D market landscape, identify organic and inorganic growth investment options, and develop a long-term strategic plan. This rolled into a Step 2 implementation and execution support.

## Project Phases

### Visioning

Facilitated client visioning workshop to align business goals, determine service areas of interest (e.g., CRO, CDMO, IVD, CDx, biobanking, lab services), and conduct thorough analysis of current business performance

### Capability Assessment

Conducted n=23 internal interview campaign to assess organization dynamics and lab capabilities to identify key gaps that needed to be filled to compete and determine core service areas to develop

### Prioritization

Conducted n=26 primary research interviews with competitors/customers and n=51 customer survey to assess attractive market segments and evaluate right to win across stages of drug development

### Strategic Roadmap Development

Developed strategic roadmap phasing strategic actions over near-, mid-, and long-term time, and provided revenue forecasts / financial analysis for organic and inorganic roadmap activities

## Outcome For The Client



Detailed gap analysis of key service areas, business capability gaps, and organizational alignment with other internal business groups



A comprehensive biopharma services market landscape analysis and opportunity prioritization based on market attractiveness and client strengths

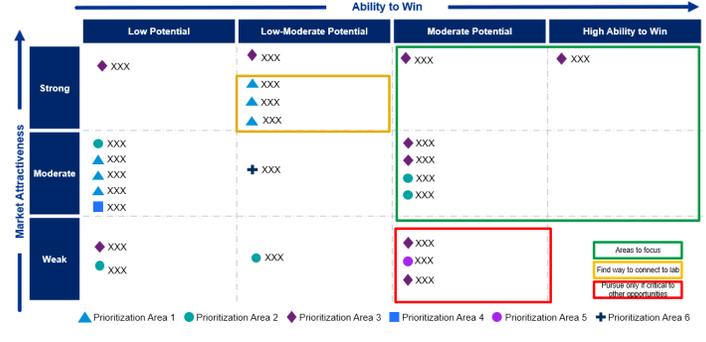


A short-, mid-, and long-term roadmap with specific therapeutic areas of focus, organic and inorganic growth scenarios and detailed supporting financial metrics

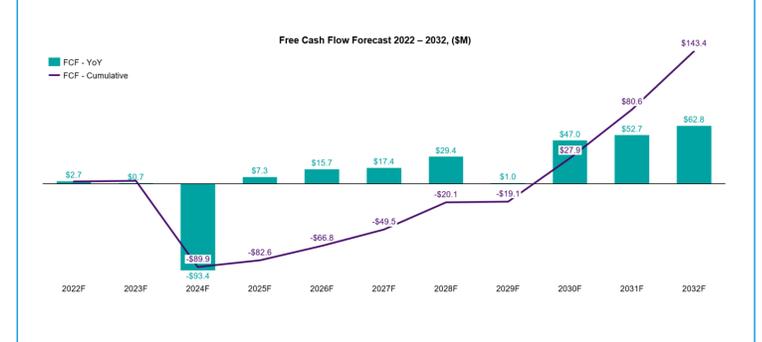
## Gap Analysis & Internal Alignment

Segments		Group A	Group B	Group C	Group D	Group E	Group F
Biopharma Services	Drug Discovery						
	Preclinical						
	Clinical Dev.						
	Market X						
	Service #1						
	Service #2		xxx				
	Service #3						
	Service #4						
	Service #5						
	Service #6						
	Service #7						
	Service #8						
	Service #9		xxx				
Service #10							
Service #11							
Service #12							
Service #13							

## Customized Matrix of Market Attractiveness vs. Right To Win



## FCF Breakeven Analysis & Required Investment



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