



## Research, Optimized.

### Operational Competency and Performance Analysis

Ground-breaking compounds and research too often fall victim to the hazards of operations in the most important stages of the development process. A sound and efficient infrastructure is the cornerstone of valuing biopharma enterprises, and bringing effective drugs and devices to market.

## W&A SERVICES

#### Pragmatic Solutions

We design solutions and help you actually implement your strategies

#### Domain Expert

Senior industry managers who understand what you do

#### For 22 Years, Known to Know<sup>®</sup>

Leading the industry's focus on process improvement since 1993

The BioPharma industry is unlike any other. There are significant barriers to entry and the risk profiles are substantial with respect to ROI and continuing innovation. As a result, the industry relies on continuously generating new and innovative compounds that can compete in a global marketplace and provide a meaningful return to allow for future innovation and growth. Unfortunately, this focus on innovation and productivity overall is not often brought to bear on the process of biopharmaceutical R&D.

A promising R&D program can be tied up for many months by operational inefficiencies, political infighting, procedural failures, out-of-date tools and processes, conservative middle management, and more. These setbacks can have critically negative effects on the timing and potential profitability of a particular companies.

W&A has spent more than 20 years analyzing and advising companies on the procedural barriers impacting operations and the resulting downstream impacts in time and productivity. Our core competency in this area is founded on our firm belief that each company is different

and has its own culture and strengths.

Therefore, one cannot simply apply the operational principles that worked for one company to another. This is further challenged in the now common industry circumstance of mergers and acquisitions, where culture and process can severely clash. This is also true when distinguishing between operations at BioPharma companies and at service providers (CROs, software vendors), due to their highly divergent business models.

W&A has developed a methodology for conducting intensive analyses into the operational effectiveness of BioPharma companies and associated service providers by gathering information from all levels of the organization through experienced eyes and a variety of proven techniques. We are able to diagnose quickly and propose viable solutions that fit with the companies' culture.

Our range of services extends from summary reports and due diligence, to full implementation support. The development phase of R&D is mission-critical to enterprise productivity, and deserves careful analysis and reform.

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