DM | PHARMA ADVISORY

CASE STUDY

PROTECTING A STRATEGIC PHARMACEUTICAL PARTNERSHIP

Business outcome:

Stabilized a strategic customer relationship and protected a significant multi-million-euro revenue opportunity through commercial restructuring and executive stakeholder alignment.

Challenge

A major international pharmaceutical customer represented a significant multi-million-euro revenue opportunity. However, the relationship had become strained due to unclear scope, fragmented ownership, and misalignment between commercial and operational stakeholders. Customer confidence was declining, decision-making had slowed, and further investment discussions were at risk of being suspended.

My assignment

Stabilize the customer relationship and create a commercially viable path forward.

- Restructuring the engagement into a phased, milestone-based commercial model
- Establishing governance, accountability, and decision points
- Increasing transparency around scope, risks, and delivery expectations
- Aligning commercial, operational, and technical stakeholders around a unified execution plan
- Creating a structured customer communication framework

Outcome

- Secured executive-level customer alignment
- Restored trust through structured engagement design
- Converted a high-risk opportunity into a phased commercial contract
- Successfully negotiated and launched the first contract phase
- Protected a significant portion of future revenue potential through controlled execution design

Key Insight

Commercial agreements create opportunity, but execution capability determines sustainability. Long-term contract success depends on alignment between commercial strategy, operational delivery, quality responsiveness, and governance discipline.