EUROPEAN PHARMA LEADER

12 R&D POCs → 4 Scalable Initiatives in 6 Weeks

The client called us in to help build the solutions — they weren't scaling. The real issue sat upstream: a portfolio of POCs that had never been stress-tested against IT systems, available data, or a realistic view of what GenAI can and cannot do in R&D.

01 SITUATION

Stuck at POC

- 12 R&D POCs running in parallel — none progressing to production.
- Brief: 'help us build the next version of these solutions'.
- Frustration that data and AI investment was not translating into impact.

02 WHAT WE FOUND

An ambition gap

- POCs built on temporary repositories, disconnected from the central data lake.
- No stress-test against IT systems, available data, or industrialisation cost.
- An 'automated R&D' illusion: GenAI ambitions decoupled from what is technically feasible.

03 WHAT WE DID

Kill, redirect, scale

- Re-framed the brief: the build wasn't the problem — the portfolio was.
- Applied data readiness × value × feasibility scoring; killed 8, kept 4.
- Decoupled the 4 retained initiatives from re-platforming; designed a credible path to scale.

METHOD ELEMENTS APPLIED

Data Readiness Assessment | Build vs Buy | Decouple from Re-platforming | Realistic GenAI Value Framing | Kill Fast | Path-to-Scale Design

OUTCOME

From 12 disconnected POCs to 4 industrialisable initiatives — each with a verified data foundation, a clear sponsor, and a credible 12–18 month path to production.

12 → 4

POCs rationalised into scalable initiatives, in 6 weeks

OUR GUIDING PRINCIPLES IN THIS ENGAGEMENT

- **DECOUPLE FROM RE-PLATFORMING**
  Deliver value in parallel to infrastructure, not after.
- **STRESS-TEST EARLY**
  Against data, systems and economics — before building.
- **KILL FAST, SCALE SLOW**
  Saying no is the most underrated act of strategy.
- **REALISM OVER HYPE**
  What GenAI can credibly do, not what it promises.