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NEWSLETTER · IN CONVERSATION WITH BILAL BHAM

When the story fractures

Bilal Bham — founder of the life-science consultancy Amodaia — on 'narrative drift', why good biotechs with good assets still fail, and building a business around family.

Bilal Bham has spent two decades in life sciences, from medical writing into consultancy, and now runs Amodaia, a senior-led firm that helps biotech, pharma and medtech teams at the decision points that decide whether a product lives or dies. His systems-thinking view of the industry is shaped by lived experience — he's open about being autistic — and it shows in how precisely he diagnoses what actually breaks companies.



Four of our biotechs hit the wall — not on the science, on the narrative.

— Bilal Bham, on Pharma Prescribed

Narrative drift

Bilal's central idea is worth stealing. He's watched capable biotechs — good assets, good people — fall apart not because the science failed, but because the story fractured between departments. Regulatory, medical affairs, market access, comms and investor relations each drift into their own version, the

scientific narrative from bench to bedside splinters, and eventually investors read the misalignment and walk. The asset was fine; the alignment wasn't.

Diagnose before you deliver

His consulting method is more physician than pitch: find the friction, locate the pressure points across those five functions, and only then do the delivery work. In smaller companies the functions collapse into a few overstretched people; in bigger ones they silo. Either way, the job is to get everyone telling the same true story about the science.

Built around family

The origin is personal. After his father died and a Manchester biotech went into administration within months of him joining, Bilal chose to set up on his own rather than commute hours from his mother — building the business around being present for family. It's a thread we share, and it gives his talk of leading with kindness and integrity the ring of something lived rather than laminated.



Listen to the full episode

Bilal Bham on Pharma Prescribed — at pharmaprescribed.com and wherever you get your podcasts.

Bilal Bham is the founder and CEO of Amodaia, a senior-led life-science consultancy.