



NETWORK AND SUPPLY STRATEGY

Developing Pharmaceutical Product Strategies for Operations

THE NEED

Following a major acquisition that more than doubled the product portfolio, the client wished to create product operation strategies for their commercial and pipeline products. Primecore was retained to complete this task for one of the business units, which accounted for approximately \$5B in annual revenue, across 23 products and five therapeutic areas. The product strategies were a translation of the market needs into a product operations strategy and subsequent “marching orders”.

THE APPROACH

- First a 10-year horizon of activity was defined by unifying data from commercial, research, and operations units into concrete outcomes which provided a framework for decision analysis.
- Primecore solicited input from all of the key teams.
- For each product, a Product Family Overview was prepared based on the TPP.
- An analysis was performed on the development and commercial outlook and goals, the competitive landscape, and the demand scenarios based on the long-range plan.
- An analysis of the manufacturing network capacity was then performed.
- Additionally, a risk analysis was performed to capture the technical, compliance, supply, and regulatory risks impacting operations.
- Strategic programs and projects were then identified and prioritized in order to meet the commercial objectives of the product.
- The output of the analysis for each product was prepared in a standard product operations strategy document template.

THE SOLUTION

The rigor required by the process to create and maintain these documents enabled the organization to develop an enterprise-wide, consistent and accurate picture of the supply network and operations system capabilities. It highlighted the assumptions underpinning the timing required for operational decisions as well as areas for immediate intervention to mitigate supply risks or achieve cost savings.

With this shared and aligned view established, the organization was able to define and prioritize the strategic initiatives required to deliver the commercial objectives for each product and the entire portfolio.



THE RESULTS

- *The project deliverables enabled the organization to develop enterprise wide, consistent and accurate view of their capabilities*
- *Supply network and operations system capabilities were fully understood*
- *Operational decision windows were established for each product*
- *Immediate intervention took place to mitigate supply risks or achieve cost savings*
- *New processes were prioritized and moving into the future required to deliver the commercial objectives for each product and the entire portfolio*
- *The organization was able to define and prioritize the strategic initiatives required to deliver the commercial objectives for each product*

