

## **Driving the Pharmaceutical and Biotech Industries towards Excellence in Manufacturing, Supply and Quality**

### **SUPPLY NETWORK RATIONALIZATION**

NDA consultants have helped a major pharmaceutical company rationalize their supply networks and deliver real cost of goods savings.

We have extensive experience leading large multi-national, multi-functional program teams to deliver real P&L benefits, on time and within budget.

Our experience includes:

- Manufacturing network rationalization.
- Transfer of 20,000 supply routes with minimal supply disruption.
- Large scale change management programs.
- Management of site closure programs.
- Establishment of new supply chains.

With our strategic partners we can assist in the Change Management required to ensure strategic programs deliver sustainable benefits that live on long after the strategic program has been completed.

### **CASE STUDY - SUPPLY NETWORK RATIONALIZATION**

#### **ISSUE:**

The merger of two major pharmaceutical companies resulted in a new organization with excessive manufacturing capacity globally, and a desire to drive significant cost savings.

#### **OBJECTIVE:**

Establish a global program management to rationalize the manufacturing network and deliver Hundreds of Millions of Dollars in annual P&L savings.

#### **DELIVERABLE:**

Established a globally connected program management office to drive the rationalization work.

Worked with 55 manufacturing facilities and 140 markets, to ensure the successful transfer of production between sites and registration of new supply chains with regulatory agencies.

Established a network of experts to facilitate transfers and managed expert interventions to ensure transfers occurred as quickly as possible and with no disruption to supply.

Established a globally connected schedule of activities to track progress and implemented project controls to monitor and report on progress

Established a program to close down redundant manufacturing sites, following transfer of production to other sites.

## CASE STUDY - CMO NETWORK RATIONALIZATION

### ISSUE:

A company had examined its CMO supply network. It had too many suppliers across the globe and products were not manufactured in close proximity to corresponding markets. Internal administration infrastructure and costs for maintaining the quality and logistics for this extensive network was high and increasing.

### OBJECTIVE:

Rationalize the CMO network appropriately. Choose appropriate CMO's to consolidate activity, reduce cost, increase quality and respond to changes in market.

### DELIVERABLE:

All products and suppliers analyzed.

Product lines rationalized as allowed by commercial organizations, to simplify transfers.

In-sourcing of products included where appropriate.

Suppliers evaluated: location, KPI's including costs, performance, quality, service, and innovation.

Requests for Proposals (RFPs) developed. Business cases presented and buy-in gained.

Small number of strategic CMO partners identified to allow ebb and flow in volumes to protect both partners.

Technical transfer teams organized.

New contracts drawn up.

Work resulted in 30% decrease in the external solid dose manufacturing network. Organization to support CMO's was able to stay flat in face of increasing reliance on contracting.

## Contact Us

To learn more about how Nick Davies & Associates LLC (NDA) can help you, please contact us:

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