

Case Study: Developing Pharmaceutical Product Strategies for Operations

The Ask:

Following a major acquisition that more than doubled the product portfolio, the client wished to create product operations 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 5 therapeutic areas. The product strategies were a translation of the market needs into a product operations strategy and subsequent “marching orders”.

The Approach:

- Primecore first defined a 10-year horizon of activity by unifying data from commercial, research, and operations units into concrete outcomes which provided a framework for decision analysis.
- Primecore solicited input, review and endorsement from the Global Brand Teams, Global Product Teams, Global Development Teams, and Global Manufacturing Teams.
- For each product, Primecore prepared a Product Family Overview based on the TPP.
- An analysis was performed on the Development & 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 to evaluate if the supply chain could meet the long-range forecast as well as understanding the Cost of Goods over time.
- 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, with detailed references to all data sources and which could be updated by the Product Lead at the appropriate frequency.

Outcomes:

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.

