

Case Study: Deploying Pharmaceutical Operations Strategy

The Ask:

The client was a mid-size pharmaceutical company based in the EU but had a global manufacturing network. The assignment was to identify the optimum API network of manufacturing facilities in the mid-term timeframe (4-6 years)

The Approach:

- Primecore's approach was to first establish an agreed upon future state for the manufacturing facilities which would deliver the product demand reliably and efficiently. This was done through a series of workshops with key stakeholders and end users throughout the network.
- The output of this process identified the need to execute technology transfers of several products from one plant to another to allow all remaining plants to operate efficiently at the appropriate utilization levels.
- After a portfolio review, it was deemed that no significant capital investment was required, and, with a more efficient network, some plant closures were required. The timelines for the closures were outlined with decision 'trigger points' identified. The recommended capital investments were for facility support (ie, utilities) rather than in the manufacturing plants themselves.

Outcomes:

The strategy remained viable and, after four years, two of the manufacturing facilities were closed and removed from the network. The remaining facilities remain operating efficiently and are enjoying investment and future stability.



Additionally, the parent company has made the decision to make a significant biotech capital investment in the same region, based on their confidence in the leadership capability of the region. The investment of leadership time on the development of clear goals, underpinned by verifiable objectives, provided the foundational work for high quality and consistent change management.

Projects that were once complex and struggling were turned around within a three-month period and were not just meeting their likely dates but were comfortably delivering to the 'best case dates'.

