

## Case Study

# Advancing Global Manufacturing and Operations Planning

## Challenge

With operations in over 150 countries and over 50,000 employees, the client is one of the world's leading researchers and producers of pharmaceutical and biotechnology products. The client desired to create a consistent method of planning and monitoring its manufacturing facilities in 37 countries in an effort to keep a tight rein on expenses. Each facility had developed its own method of planning. While the basic business model for each was nearly identical, diverse methods of planning made it extremely difficult for the client to accurately track and monitor its global operations.

## Engagement

Our team was engaged to design and deliver a comprehensive and consistent planning and monitoring system that would meet the following objectives:

- Encompass all facets of the planning process
- Possess sufficient flexibility to account for slight variances by location
- Enable data publishing and importing multiple times per day
- Allow expenses to be allocated across divisions

## Solution

Applying best practice and business process research, our team worked in close collaboration with the client to design, prototype and build the solution, ensuring strong alignment with the client vision and business needs. Through several iterations of prototyping with formal user feedback, we designed a comprehensive solution encompassing several modules, e.g. Overhead, Facilities, Payroll, Staffing, Procurement, Production and Allocation, with each feeding into an overall Expense module. Numerous challenges were faced and resolved in the development of the system:

- Users were granted the ability to accept or override any of the calculated fields through the use of complex conditional statements, allocation tables and lookup links.
- To allow for the import and export of an extremely large volume of data, a production process was developed based on extensive benchmark testing. It incorporated very careful scheduling to account for time differences.
- The real-time allocation module was created via a model allowing expenses to be allocated across divisions, exported, calculated and then imported back into the appropriate division nearly instantaneously
- To account for the slight differences in the various processes, custom views were created automatically based on the users' rights and needs. These were stored centrally enabling ease of maintenance and ease of input.

## Results

Deployed to 1,300 employees in 37 countries, the system streamlined and automated all manufacturing processes, saving countless work hours during the monthly forecast and annual plan process. Moreover, the solution provided a globally consistent view of worldwide operations, which enabled strategic decision-making on long-term initiatives, such product line continuation, capital investment and purchasing predictions.

## Case Overview

### The Client

A leading pharmaceutical and biotechnology company with a global network of manufacturing facilities

### Industry

Pharmaceutical

### Solution Highlights

- Direct visibility into potential bottlenecks enabled ability to alter operations to avoid disruption
- Standardized global planning and forecasting process
- Real-time consolidation and allocation system