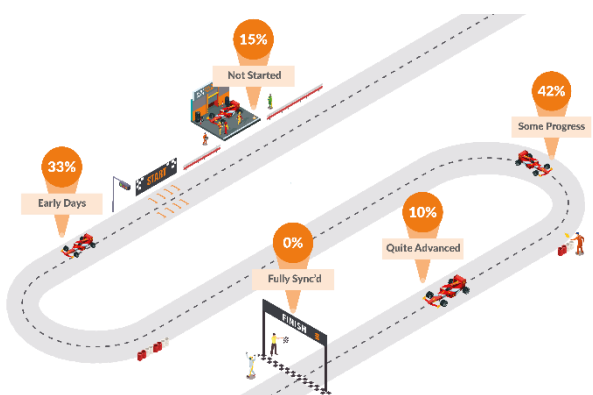


# 'The race to synchronize the Pharma & Life Sciences Value Chain. What differentiates the leaders?'

## LOGIPHARMA LYON SUMMARY REPORT

### Value Chain Synchronization

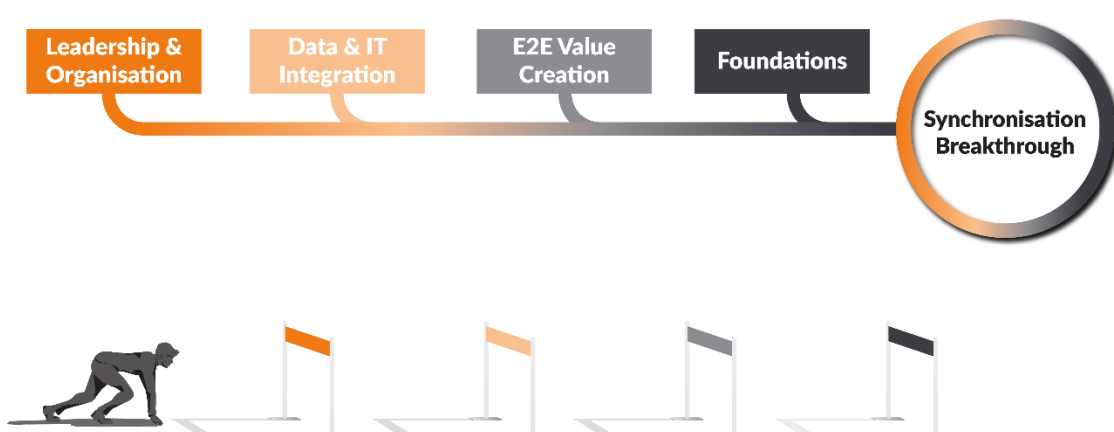
Serves as a platform for Pharma & Life Sciences organizations, to enhance their supply chain resilience while delivering greater value and improved standards of care to patients through flexible and responsive operational strategies. It facilitates optimized decision-making among stakeholders and reduces lead times for product and service delivery.



Around half of Pharma & Life Sciences organizations claim to be making progress in Value Chain (VC) synchronization, with an additional 10% considering themselves relatively advanced in their initiatives.

The recent poll at the LOGIPHARMA conference, indicates that progression on synchronization remains challenging for most companies.

### Barriers holding back in their Value Chain Sync progression.



The EFESO Sync masterclass at LOGIPHARMA explored with delegates the main barriers.

These included:

**Silo thinking:** hampering open communication and operational alignment

**Micromanagement:** hinders strategic opportunities when discussions occur at insufficiently detailed levels or when stakeholders have differing expectations regarding specific details (e.g. forecast granularity)

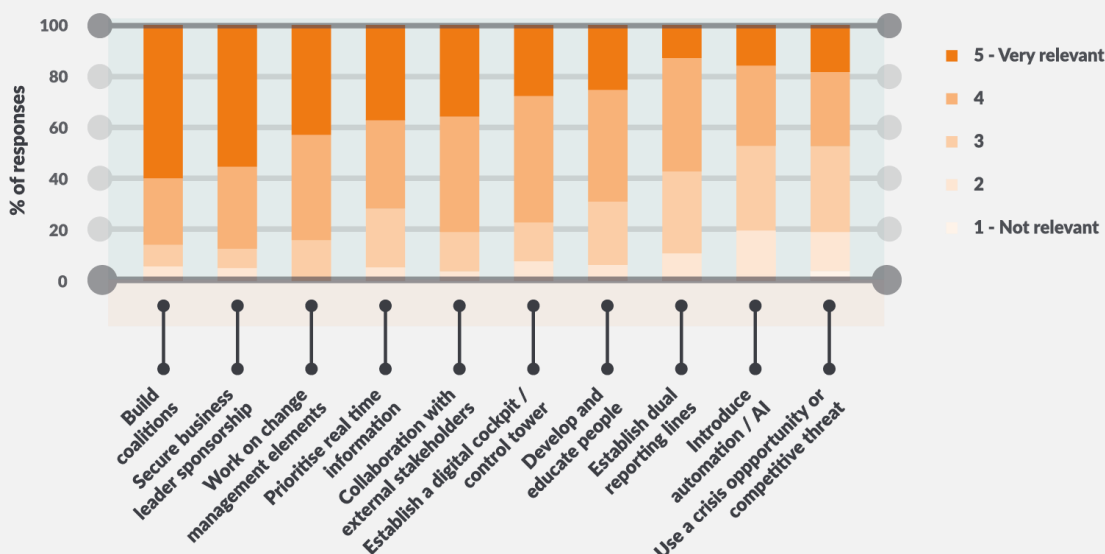
**KPI confusion:** Lack of alignment or understanding of the key performance indicators (KPIs)

**“Black-Box”** or transactional relationships with external partners: making it challenging to build up trusted and “vested” relationships with CDMOs

**Lack of a well-functioning Sales and Operations Planning (S&OP) process:** Many organizations faced challenges with obtaining commitment and contribution from Affiliates and Commercial teams for the Integrated Business Planning (IBP) process.

This is further exacerbated by Planning systems that do not deliver the desired results, for example, enabling agile discussions and decision making around scenarios.

### Solutions to improve Value Chain Synchronization



Discussions during the LOGIPHARMA masterclass, emphasized the significance of forming alliances beyond supply chain and collaborating with functions like Quality, Finance, and Commercial.

New governance and performance management systems were seen as helpful enablers, ensuring target outcomes align with overall business objectives and prioritizing access to real-time information.

Development and education of people in the organization were highlighted as crucial to better understand end-to-end ways of

working as well as the consequences of silo orientated decisions and their potential impacts across the wider value chain. Basic foundations such as this and other change management elements are often overlooked

Unsurprisingly, collaboration with external stakeholders was seen as highly relevant to achieving highly synchronized value chains. Several companies pointed out the importance of working differently with their CDMOs with the goal of establishing value-added ecosystems having a patient-centric focus and with mutually beneficial outcomes.

**We thank all the individuals and companies that contributed to our masterclass and poll at LOGIPHARMA.**

Check-out the EFESO report “Breakthrough to Synchronization” to learn more about the techniques and levers that organizations are using to speed up their journey.