

Creating a Part Number Strategy for a Biotech Company

The client develops and commercializes life-changing treatments for people living with serious blood-based disorders, in addition to other investigational treatments that have the potential to better the lives of patients.

The client had aggressive plans for major commercial expansion. The introduction of new products and the expansion into new regions added additional complexity to their existing supply chain and raised concerns that the current ways of working were not scalable. The client recognized the need to evolve current supply chain processes and procedures, focusing on areas that required immediate attention including inventory control, jurisdictional control, developing a parts number strategy, and supply chain planning.

The client engaged Clarkston's life science and supply chain experts to conduct an assessment of their current inventory management framework and provide recommendations with a focus on process improvements that would be scalable and sustainable to meet future business need.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Biopharmaceuticals

PRODUCTS AND SERVICES :



Discover, develop, and deliver life-changing treatments for people living with severe blood-based disorders

PRIMARY OBJECTIVES:

- Evaluate current inventory control framework focusing on processes around part numbers, jurisdictional control, and supply chain planning
- Identify specific processes and procedures that must be addressed to support a growing commercial supply chain
- Deliver a prioritized set of recommendations and action items with a roadmap for implementation
- Partner with client stakeholders to implement high priority action items, transition knowledge, and advise on organizational change management communications and activities

RESOLUTION:

- Engaged with internal stakeholders across Supply Chain, Finance, Technical Operations, Quality, and IT to get a cross-functional understanding of the client's end-to-end supply chain and most critical challenges.
- Through interviews and documentation review, Clarkston gained insight into the primary challenges of the client's supply chain process and tools, leading to opportunities and recommendations to drive sustainable change.
- Identified several recurring themes - a lack of visibility into the end-to-end inventory, a complex part numbering system with inconsistent execution and poor adoption, incomplete bill of materials (BOM), and a lack of a functioning jurisdictional control process.
- Conducted a deeper dive into these themes, revealing that the existing part numbering system and proliferation of part numbers was a cornerstone for several of its challenges.
- Outlined a set of recommendations and implementation roadmap that prioritized the re-engineering of the client's part numbering system and supporting processes
- Collaborated with cross-functional stakeholders to redesign the part number system and develop associated processes and procedures (i.e., SOPs)
- Partnered with business process owners to implement the new part number process and developed communication and training to ensure consistent execution.

KEY BENEFITS:

- The new part number system implemented by Clarkston and client stakeholders eliminated the layers of unnecessary complexity that impacted other business processes.
- The revised part number scheme and its implementation eliminated duplicate part numbers, provided descriptions that helped identify materials, and provided a link between other part numbers, Bill of Materials (BOM), specifications, and Jurisdictional control.
- The new part number system was created in tandem with the gathering of 'material master' data or planning attributes that will be needed to support future MRP/ERP implementation necessary to support a growing, global commercial organization.
- The new simplified strategy provided additional benefits such as reducing the number of part numbers by 50%, correcting part number assignment errors for clinical finished goods, and developing instructional tools for supply chain to ensure consistent execution.



Defined 180 Requirements within 5 core categories for 3PL and 150 Requirements for Serialization within 9 core categories

Managed 9 vendors within 3PL RFP process: 5 vendors for Serialization

Designed vendor scorecards and evaluation process with key critical areas of differentiation

Designed cost modeling analysis for 3PL selection across 7 cost structures

Analyzed 6 3PL and 3 Serialization vendor submissions

Managed the evaluation and selection process across 6 business units

"You don't feel you are working with a consulting company; it feels like they are an extension of our internal team. It's been an absolute pleasure to work with Clarkston and to continue exchanging ideas to help our organization grow efficiently. I am always rest assured that Clarkston has our best interests in mind, and they will bring the latest in the industry."

CONTACT US

