Life Sciences Case Study

PROJECT OVERVIEW

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Defining and Developing a Supply Chain Risk Management Model in the Life Sciences

The client is a fast-growing drug discovery and development company with a proprietary platform to bring important new medicines to patients suffering from grievous illnesses. They engaged Clarkston to define a Supply Chain Risk Management model and playbook to be utilized by all essential business functions. The deliverable included a Supply Chain Risk procedure, as well as templates and instructions for how to utilize the model, train employees, and ensure a sustainable long-term process.

Clarkston approached the project in three phases. The initial phase involved developing a standard procedure for supply chain risk, including scope, remediation planning, prevention and recovery, and roles and responsibilities. The Clarkston team identified and defined a standard methodology for identifying risks and weighing each risk based on probability, risk level, and overall risk score.

The second phase involved developing a playbook for business areas to utilize when conducting supply chain risk, comprising of templates, tools, and instructions for risk assessment and planning. The Clarkston team conducted stakeholder interviews and documented process guidance that aligned with the stakeholders.

In the third and final phase of the project, the Clarkston team utilized the newly formed procedure and playbook to conduct pilot assessments. In partnership with key stakeholders, the Clarkston team identified top risks by business area and conducted workshops with those business areas. The supply chain risk process was then kicked off for those business areas to analyze and plan for their respective risks. The Clarkston team worked closely with each of the business areas to perform risk assessments, analyze business impacts, develop risk mitigation, and create recovery plans.

Clarkston ensured the client was provided with all the forms, templates, procedures, education, and assessment tools required to successfully define supply chain risk from start to finish, now and in the future.

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INDUSTRY:

Life Sciences

PRODUCTS AND SERVICES :

Drug Discovery and Development

PRIMARY OBJECTIVES:

- Create a Supply Chain Risk Management model
- Develop a comprehensive playbook that supports the entire supply chain risk process
- Conduct pilot assessments for high-priority potential risk events

RESOLUTION:

- Defined supply chain risk process and developed the client's standard procedure for managing risk in the supply chain, including recovery and roles and responsibilities
- Developed a playbook that includes templates, tools, and instructions for business areas to utilize when conducting supply chain risk
- Partnered with key stakeholders to identify top risk areas, educate the business areas associated with those risks, and conduct pilot assessments

KEY BENEFITS:

- Educated the client on the supply chain risk process
- Defined supply chain risk objectives and elements, roles and responsibilities, and processes
- Created templates, instructions, forms, and tools for risk assessment and planning
- Shared best practices and methodologies with key stakeholders
- Identified top risks by business area and conducted workshops with the business areas to prep for initial supply chain risk assessment
- Partnered with the business areas to conduct pilot assessments

KPIs

- **Defined eight key elements of supply chain risk**
- **Developed four primary process steps for conducting and completing a supply chain risk assessment**
- **Created a playbook composed of six deliverables that support the entire supply chain risk process**
- **Completed Risk Assessment Tracker for five key risks**
- **Identified three risks with a risk score of "high"**
- **Developed detailed risk analysis and planning for two of the high risks**

"The tool kit, playbook, and procedure are super solid, clear, and simple but also robust – this is where the beauty is — it is not so complex that the business won't want to use it."

"Cross-functional leaders see extreme value and have plans to extend into other portions of the business next year."

CONTACT US

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