Life Sciences Case Study

PROJECT OVERVIEW

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BIOSECURE Act Risk Mitigation for a Global Pharma Supply Chain

The client is an international biotech company that focuses on the discovery, development, and commercialization of RNA interference therapeutics for genetically defined diseases. Their supply chain team had been leveraging contract manufacturing based in China for a specialty raw material that was necessary for all their current commercial products. The new potential legislation with the BIOSECURE Act, augmented by significant forecasted increase in demand for their products, posed a risk to their supply chain.

Clarkston Consulting was engaged to provide a cross-functional team for project management support, helping the client develop and execute a plan for increasing stock and exploring sourcing diversification risk mitigation tactics.

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INDUSTRY

Biotech

PRODUCTS AND SERVICES

RNA interference therapeutics for genetically defined diseases

PRIMARY OBJECTIVES

- Develop short-, mid-, and long-term plans to de-risk raw materials supply chain
- Manage successful execution of the short-term plan to increase safety stock
- Begin evaluation of non-China-based suppliers to add to CMO network

RESOLUTION

- Aligned with leadership and legislation experts on de-risking objectives and high-level strategy
- Conducted workshops with cross-functional SMEs *(quality, planning, external manufacturing, procurement)* to develop the short-, mid-, and long-term plans
- Collected safety stock inventory forecast and identified safety stock storage strategy
- Coordinated specification and material updates to enable material use
- Managed forward buy and receipt inventory into warehouse
- Coordinated qualification of non-China-based CMOs to diversify network

KEY BENEFITS

- Mitigated immediate risk of interruption to supply chain due to the BIOSECURE Act
- Ensured adequate supply of raw materials in storage to prevent any delays in production
- Developed an implementation plan for qualifying and onboarding additional suppliers to minimize future supply chain risk for ongoing geopolitical issues as well as to support forecasted future demand

KPIs

- On-time receipt of forward buy of required raw material safety stock
- Multiple CMOs identified to begin qualification to diversify raw materials network

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