

# Strategic Partnerships in Complex Supply Networks: Building a Resilient CMO Ecosystem

STADA || External Supply Organization

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# STADA at a Glance



STADA products sold in  
~ **115 countries**



**11,500+ employees**  
worldwide form  
One STADA

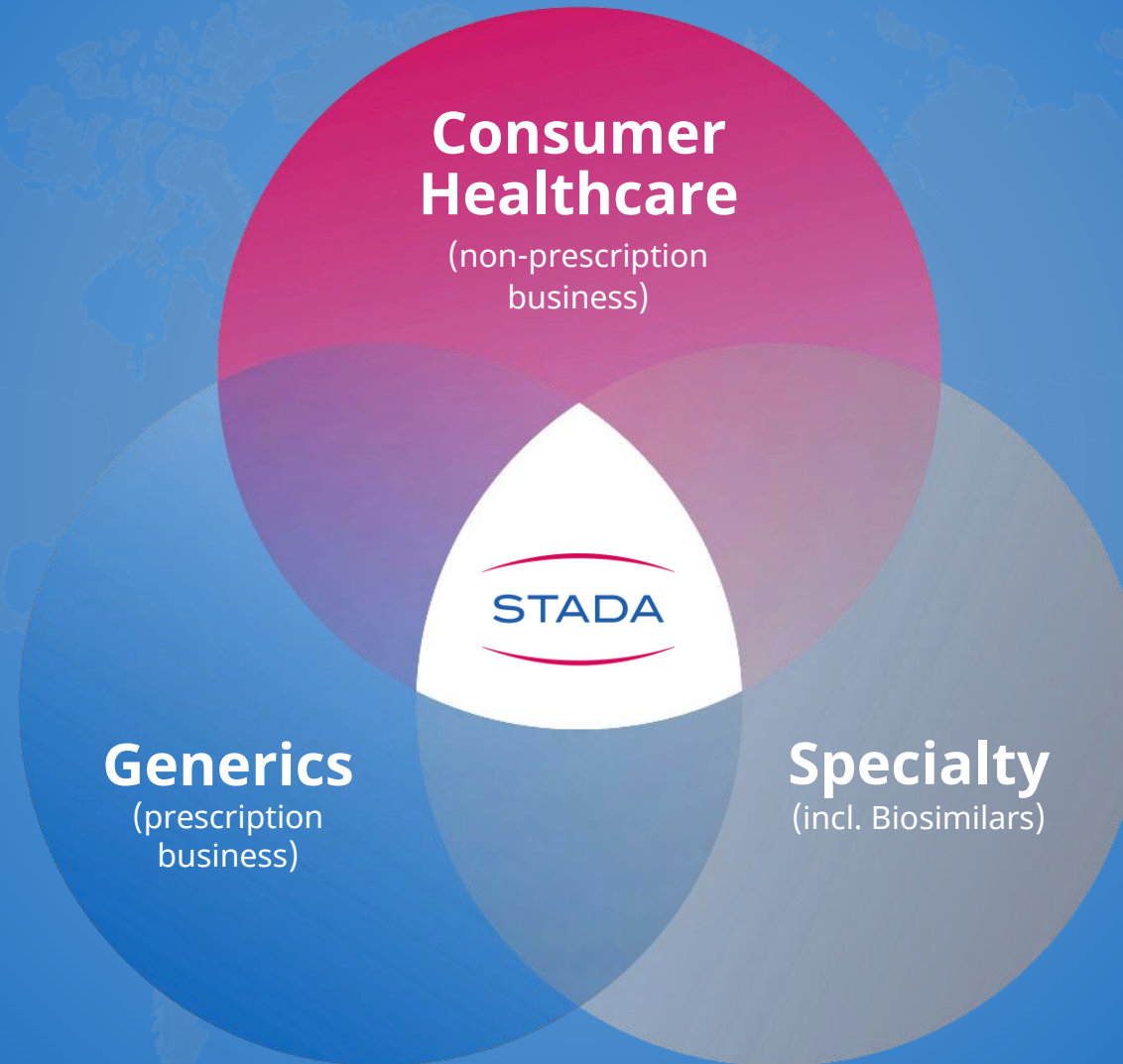


Co-operations with  
~**500 development & production partners**  
globally



Among the **TOP 4**  
**Generics and Consumer Healthcare**  
players in Europe

# 3 Business Segments drive our growth



# Our Purpose, Vision & Values



## Purpose

Caring for  
People's Health as  
a Trusted Partner.

## Vision

To be the partner of choice in  
Consumer Healthcare,  
Generics and Specialty while  
continuously outgrowing the  
industry in terms of sales and  
profit.

## Values

Integrity  
Entrepreneurship  
Agility  
One STADA

# Building of a resilient CMO Ecosystem



# Values Driven Performance

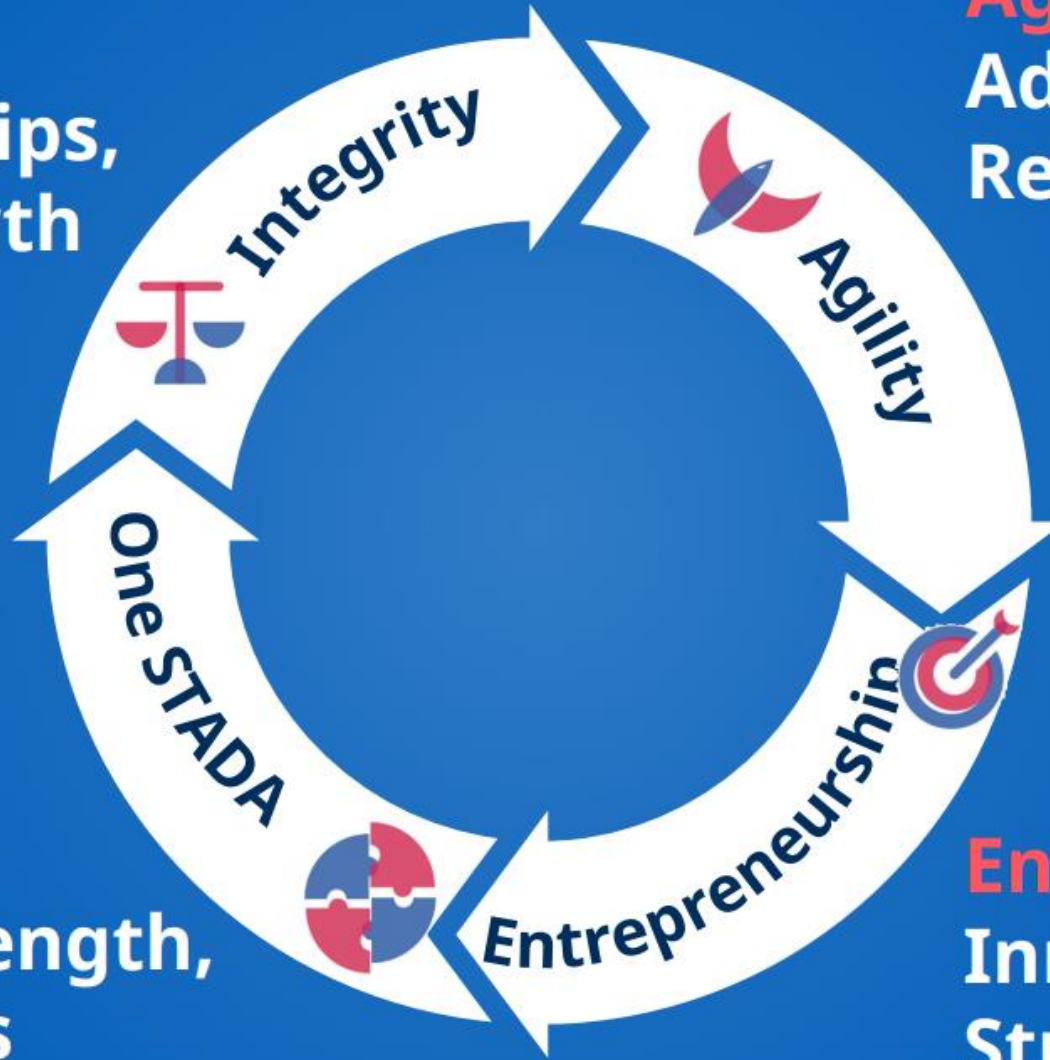


## Integrity

Ethical Partnerships,  
Sustainable Growth

## Agility

Adaptive Partnerships,  
Resilient Supply



## One STADA

Collaborative Strength,  
Collective Success

## Entrepreneurship

Innovative Solutions,  
Strategic Growth

To support the overall company strategy, a focused and dedicated ESO organization is established to manage and sustain supply and continuous cost management



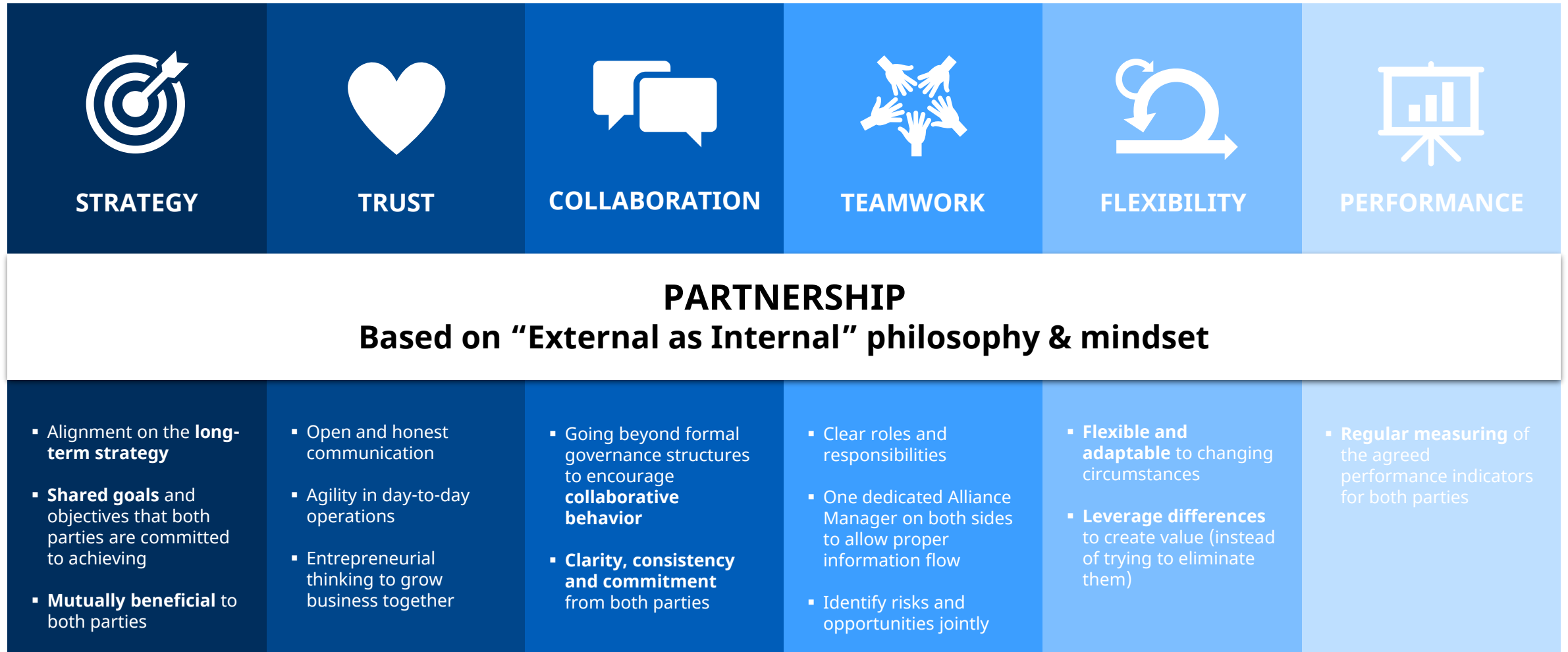
**Governance structure in place that ensures clear responsibilities in each area of the External Supply Operations, including Quality, MS&T and Supply Chain Planning across all three portfolio segments**



At STADA, we envision a partnership with our CMOs that goes beyond the typical supplier-customer-relationship



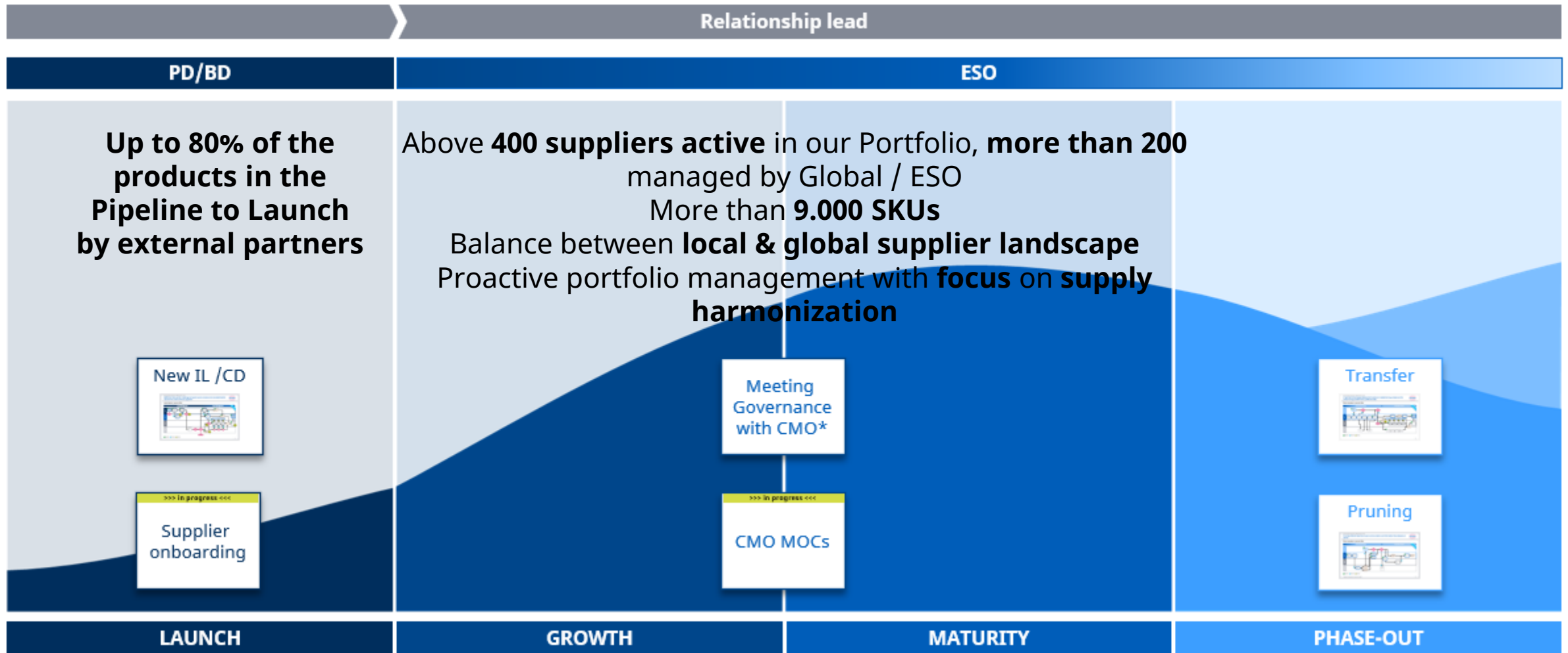
## The building blocks of our strategic partnership



# Processes and meetings with cross-functional interactions throughout product lifecycle need a clear governance and ownership



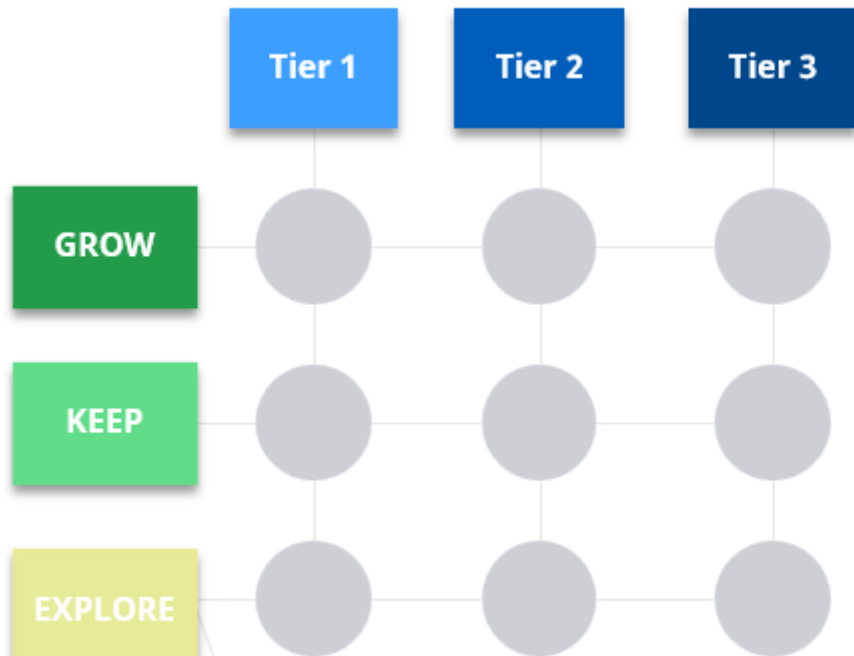
## End to End Solution



# Crafting a CMO strategy that balances flexibility, risk, and long-term value & CMO Evaluation Matrix

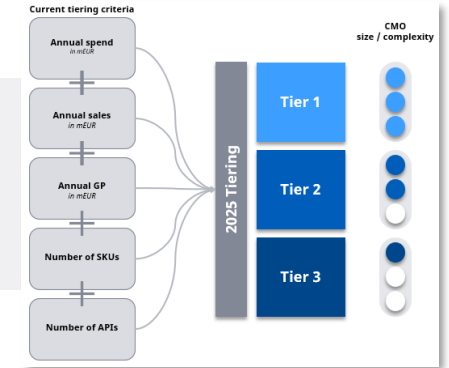
To structurally manage complex supplier network, the supplier strategy is derived from a two-dimensional matrix combining the supplier tiering with a strategic outlook

## Supplier strategy

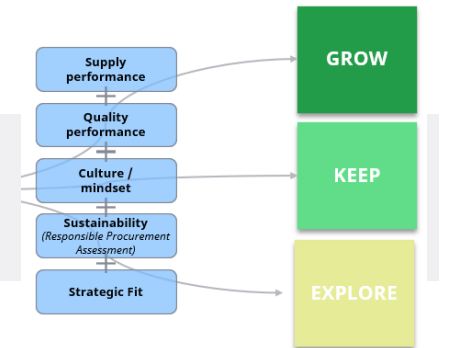


### Tiering = indicator for size and complexity of the CMO

- indicate the size of the business with CMO and
- express the complexity of the business (number of SKUs and API)
- used for internal steering



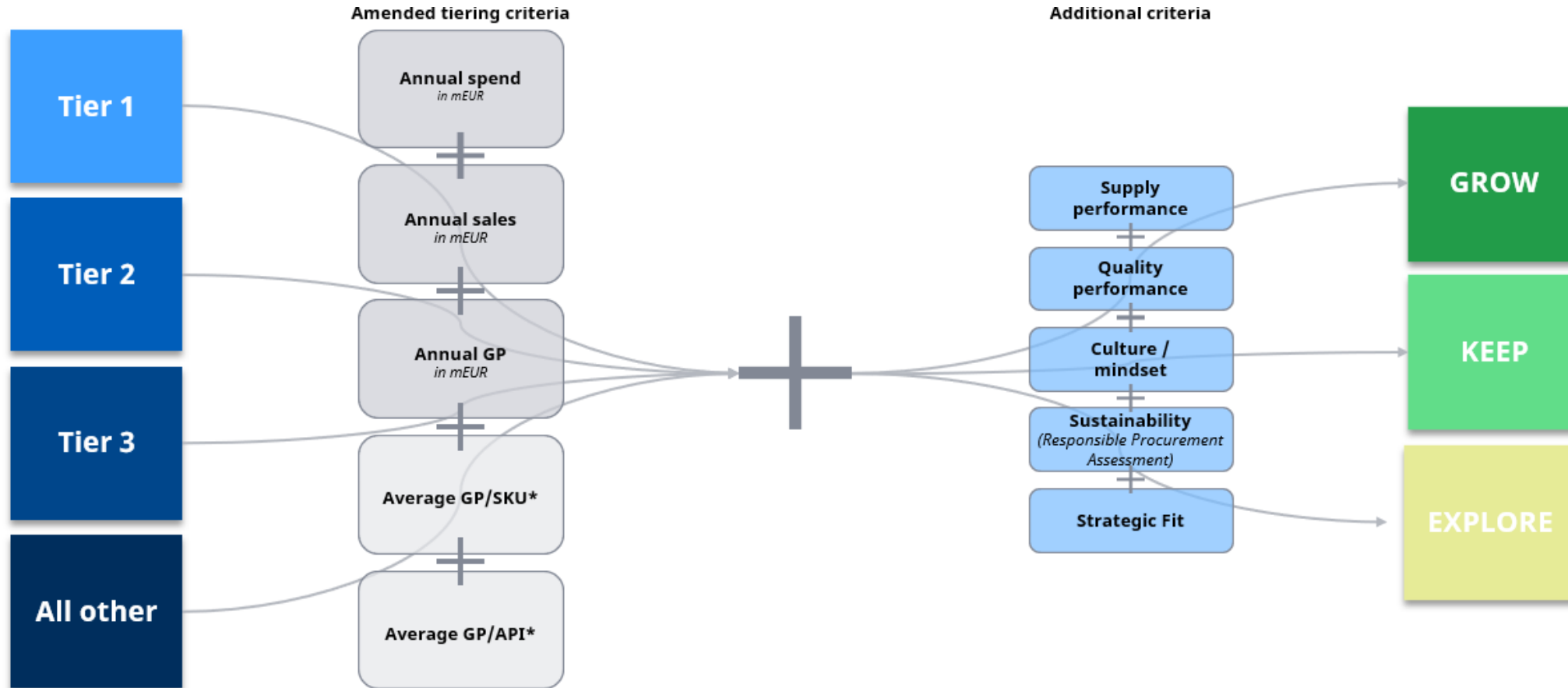
### CMO category (G|K|E|T) = indicator for the CMO strategy



To form STADA's CMO strategy, the financial criteria have been enhanced by additional criteria, leading to a clear vision for the future network



### Supplier evaluation criteria / KPIs



The CMO Maturity matrix is the single source of truth providing guidance to the entire organization regarding STADA's partnering strategy with all CMOs

Governance & meeting structure ensures streamlined information flow not just with the supplier but also with internal stakeholders and keeps clear pathway for escalation & decision making



For suppliers which have been identified as “GROW” candidates, an additional committee oversees overall strategic partnership and continuously review, align and adapt long-term plans to cultivate alliance

	Frequency	Representatives*	Key objectives	Decisions
<p><b>Strategic Partner Committee</b></p>	(Bi-)Annually	<ul style="list-style-type: none"> <li>C level</li> <li>EVPs</li> <li>Sr. Directors BD/ESO</li> </ul>	Business review Collaboration Pipeline	New business, strategic partnership and long-term strategy
<b>Deep dive reviews</b>	Quarterly	<ul style="list-style-type: none"> <li>ESO Manager</li> <li>Quality Manager</li> <li>Supply Planner</li> <li>L/T Manager (if needed)</li> </ul>	Performance review Critical aspects Mid/Long-term	Actions to resolve supply constraints Improvements activities
<b>S&amp;OP - Demand reviews</b>	Monthly	<ul style="list-style-type: none"> <li>Supply Planner</li> <li>Demand Planner</li> <li>ESO Purchasing</li> <li>ESO Manager</li> <li>Quality Manager (if needed)</li> </ul>	Horizon: 6-25 months Monthly demand and supply review with target to obtain aligned supply plans	Allocation and prioritization as needed
<b>Daily exchange</b>	Daily / weekly	<ul style="list-style-type: none"> <li>Supply Planner</li> <li>ESO Purchasing</li> </ul>	Horizon: 0-6 months Open orders, production & delivery schedule	Short-term adjustments

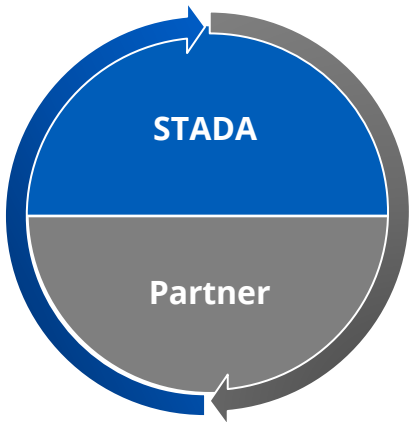
\*permanent stakeholders, additional stakeholders as per individual need

# Case Study



# Case study

## Evolving from API supplier to major strategic CDMO alliance partner



### Contributing with...

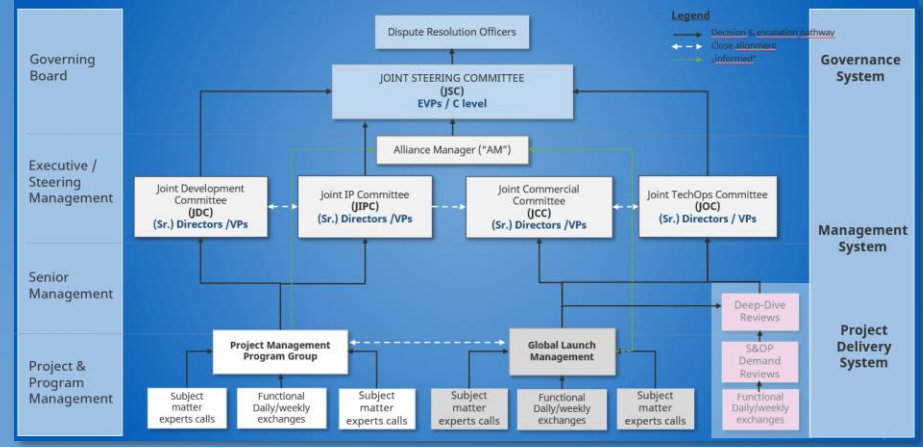
- FDF know-how transfer
- Development lead
- Strong IP expertise

### Contributing with...

- Full supply chain backwards integration
- Strong expertise in API production
- Access to manufacturing technology platform

**Combined expertise to mutually utilize strengths and bridge capability gaps of another, with highly motivated teams on both sides to execute on collective vision**

## Governance structure tailored to the complexity of alliance's individual characteristics



### Governance

- Governance and Decision making processes (should be) clearly defined in the contract, as well as roles and responsibilities of each committee
- Validated choice of members in each committee as a key factor
- Meeting dynamics with possibility to increase or decrease interactions

### Good practices

- ALWAYS be reminded of the collective vision and purpose of the Alliance
- Keep decision making inside of the process – no side forums unless required (all levels)
- Clear and consistent escalation guidance
- Maintaining decisions log available to all committees and programs stakeholders
- Conduct periodic health checks of the alliance (upcoming milestone)

### Teams & Culture

- Maintain high level of engagement
- Be reminded on the cultural framework that shapes every interaction



**Thank you**

**AGILITY**

**ENTREPRENEURSHIP**

**INTEGRITY**

**ONE STADA**

