

Building a Stronger Value Chain

Transforming Outsourcing Success Through Network Collaboration

A group of approximately 25 people, including men and women of various ages, are standing on a wooden bridge that spans a narrow stream. The bridge has a simple wooden railing and is supported by several wooden posts. The stream is calm, and the surrounding forest is dense with tall trees. The overall scene is peaceful and natural.

01

Who are we?

Nice to meet you!



**Anouk
Schoenmakers**

Managing Partner
Consulting Solutions



**Jonathan De
Keukelaere**

Head of Supply Chain
Transformation US

What you'll learn today

Unveiling the achievements of digital value chain collaboration

01 — **Who are we?**
About Bluecrux

02 — **Our Value Chain View**
How the creation of business partners has evolved over time

03 — **Focus on Supplier Network Collaboration**
Insights and Lessons from our experience



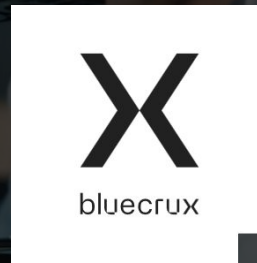
Bluecrux is a leading

Value chain consulting
& technology company

Transform your supply chain into an AI-powered value chain

SC expertise

Grow your capabilities





AI-technology

Integrate new technologies

- From SC planning to operations
- 3rd party SC tech implementation

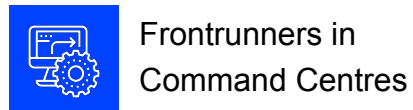
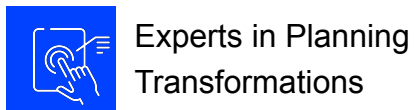
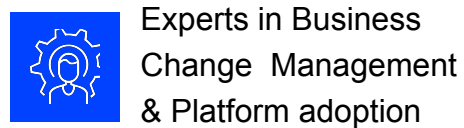
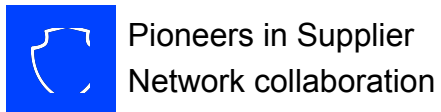
   

 binocsTM AI-powered lab scheduling & capacity planning for QC & CGT

 axonTM AI-powered supply chain decision intelligence platform

Leader in Life Science Supply Chain Value Realisation

Understanding the unique complexities



SANDOZ

sanofi



NOVARTIS

MERCK

GSK

AJINOMOTO

FERRING
PHARMACEUTICALS



Alcon

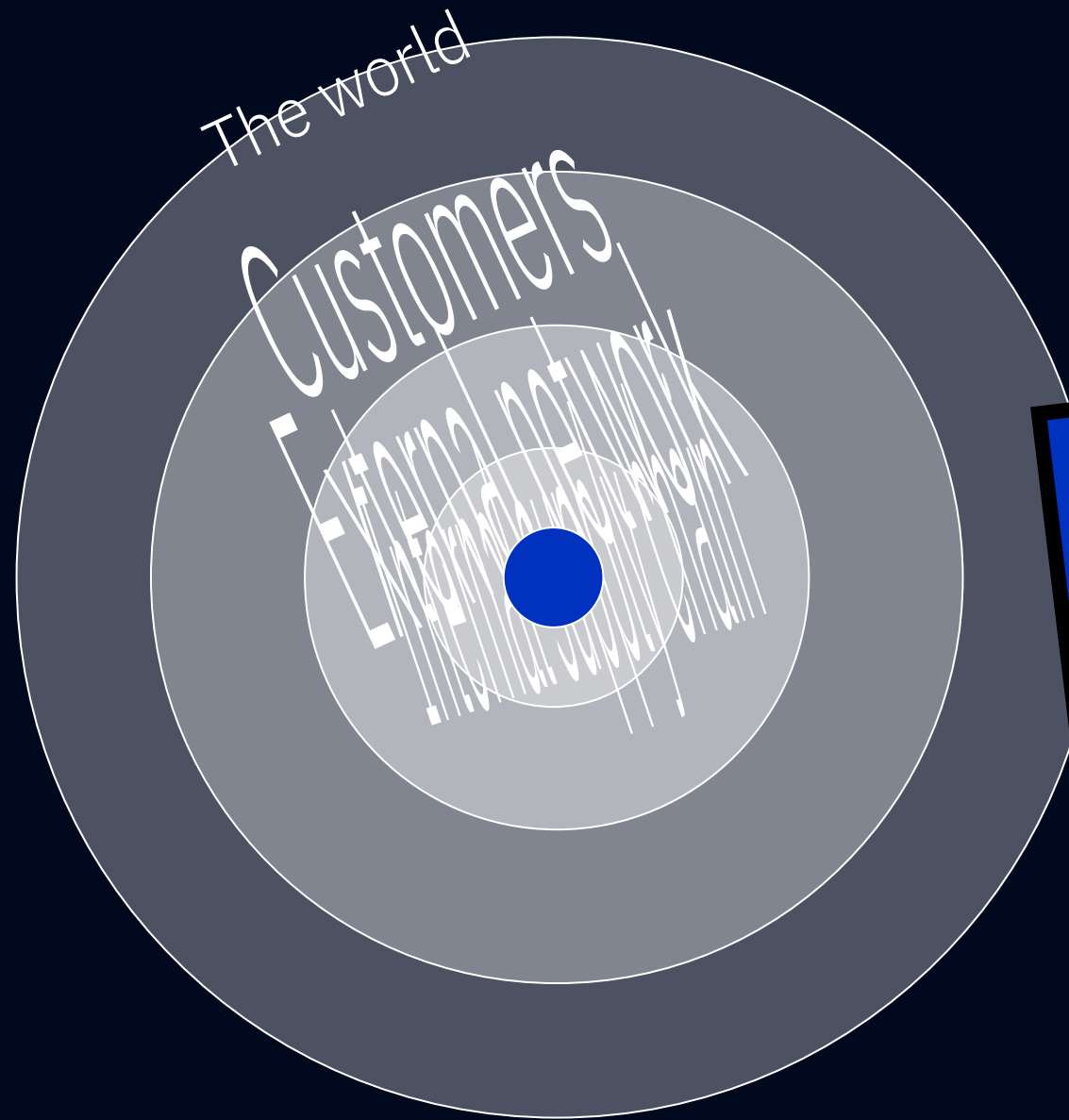
Lilly

J&J



02

Our Value Chain View



**Think VALUE
CHAIN**

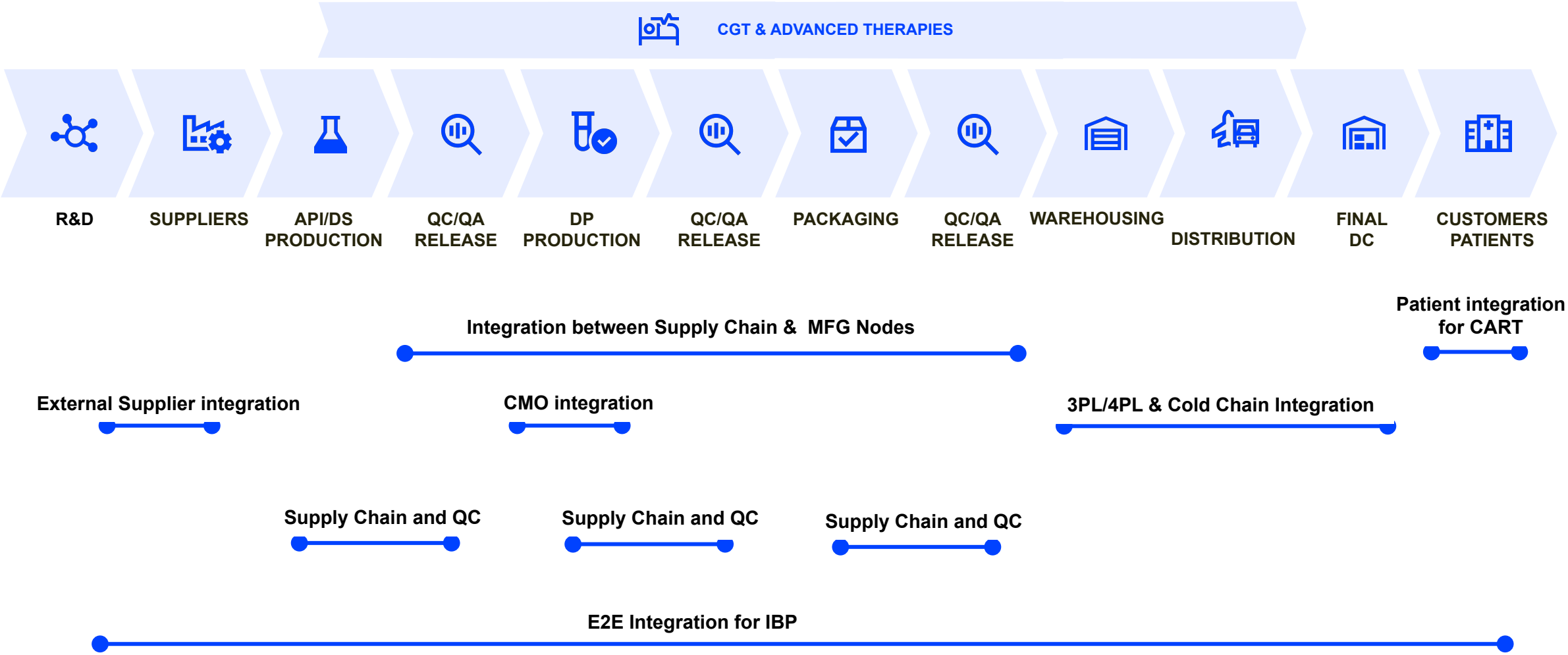


AI & technology are
the key enablers

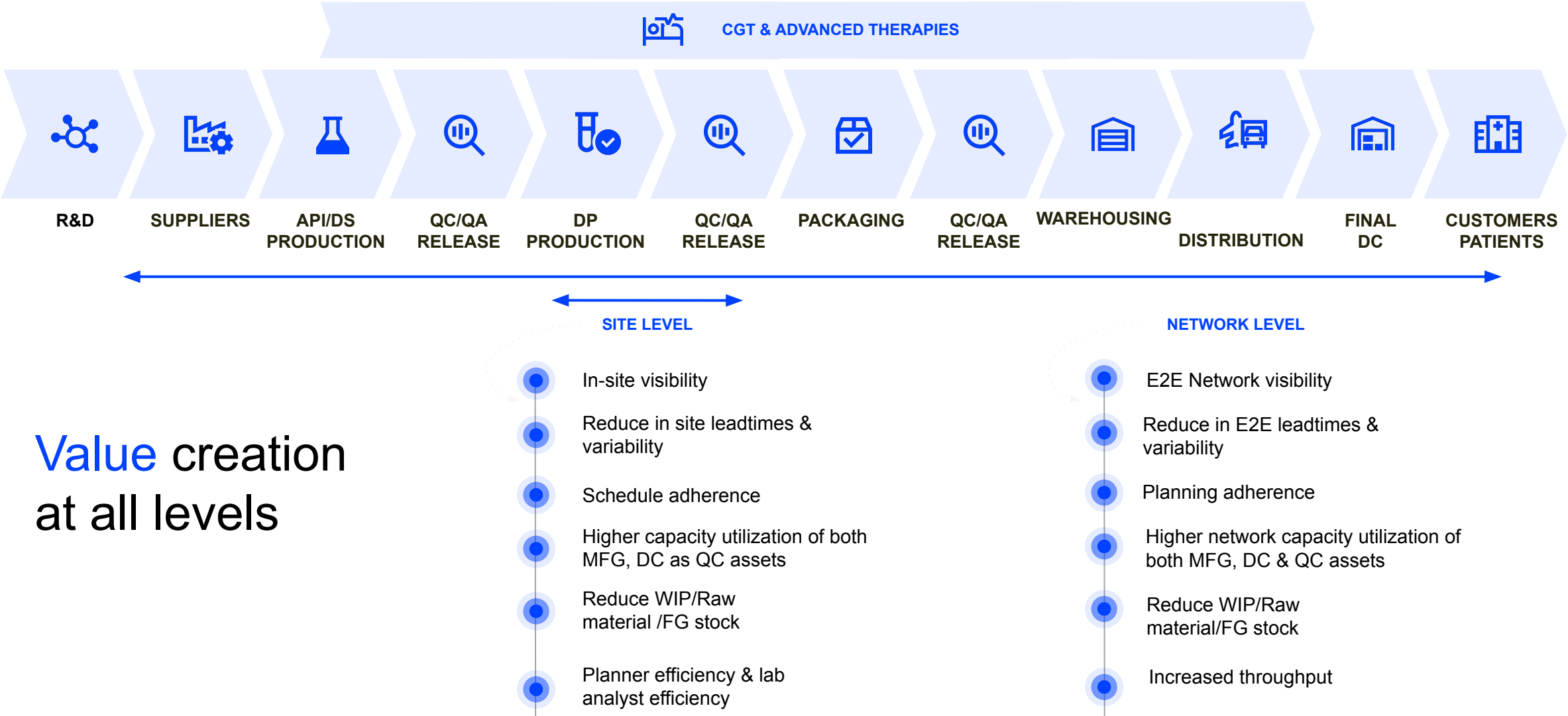
Across Complex Life Sciences Value Chains We Have Created Multiple Layers of Collaboration, End-to-End Integration & Connectivity Over Time



Across Complex Life Sciences Value Chains We Have Created Multiple Layers of Collaboration, End-to-End Integration & Connectivity Over Time



Across Complex Life Sciences Value Chains We Have Created Multiple Layers of End-to-End Integration Over Time







Strong Business Partners - Both Internal and External Partners in Your Value Chain That Can Be Integrated Together







CGT & ADVANCED THERAPIES




SC – External suppliers/CMO’s

-  API/DS Production
-  DP Production
-  Fill, Finish & Final Packaging
-  Critical Materials & Devices

SC - Manufacturing

-  API/DS Production
-  DP Production
-  Fill, Finish & Final Packaging
-  Critical Materials & Devices

SC - Logistics

-  3PL and 4PLs

Strong Business Partners - Both Internal and External Partners in Your Value Chain That Can Be Integrated Together



CGT & ADVANCED THERAPIES



SC – External suppliers/CMO's



API/DS Production



DP Production



Fill, Finish & Final Packaging



Critical Materials & Devices

Key questions being asked:

1. How do we build and implement a digitally integrated collaboration platform with these business partners?
2. How does the supplier collaboration platform fit into my overall landscape?

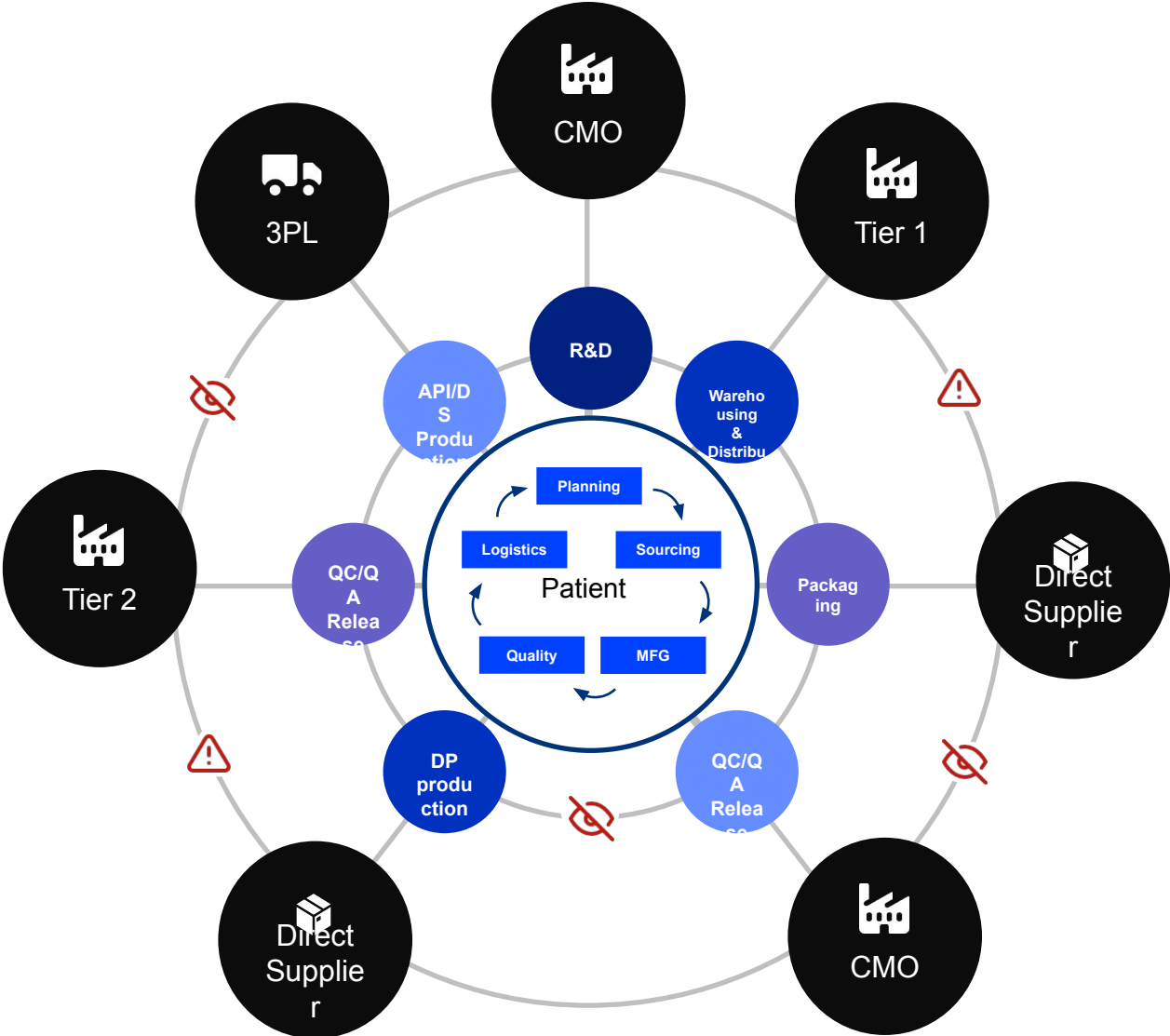
The background image shows two individuals in a laboratory or pharmaceutical setting. They are wearing white lab coats, hairnets, and safety glasses. One person is holding a clipboard and a pen, while the other is looking at it. The scene is dimly lit, with a dark overlay on the image.

03

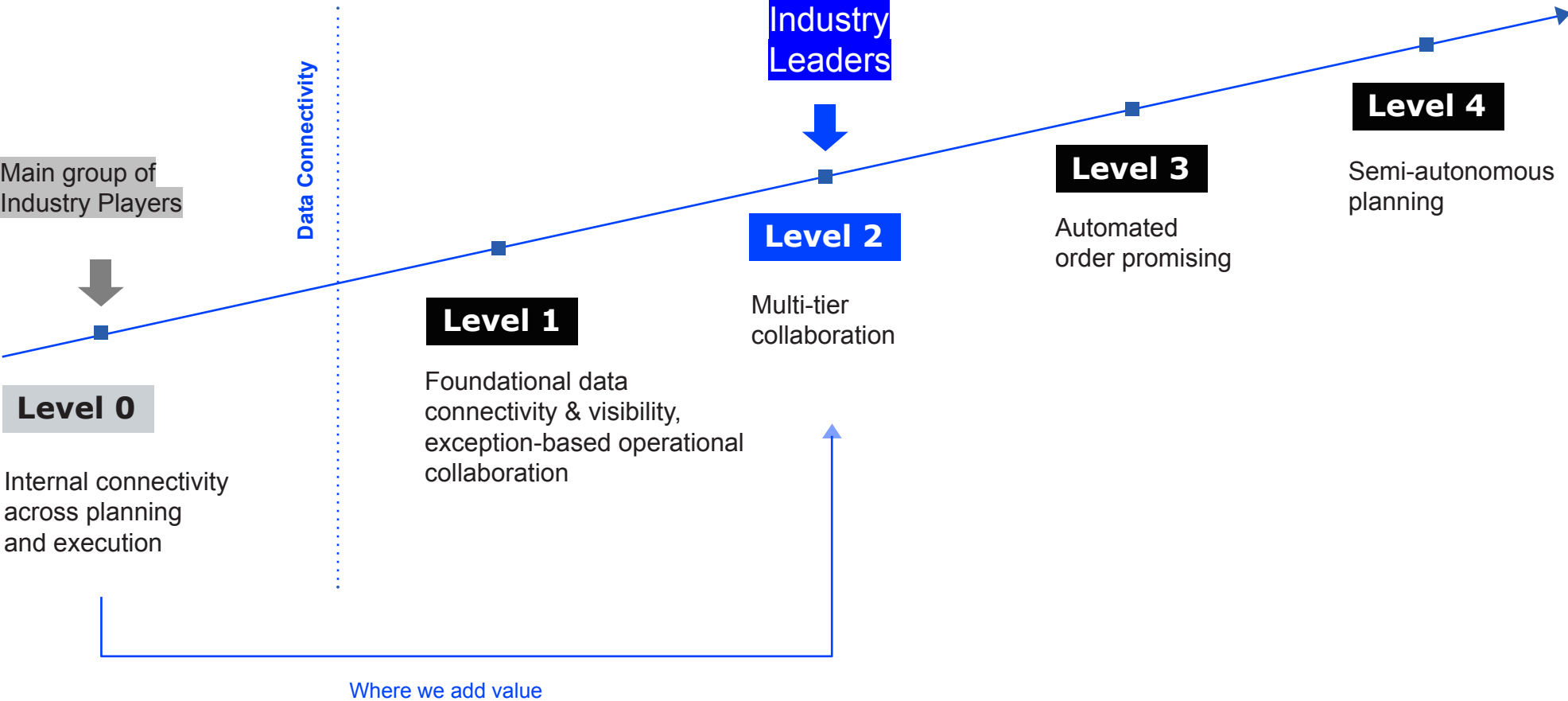
Focus on Supplier Network Collaboration

Lessons learned from implementations with
leading Life Science companies

Multi-tier visibility & supply chain collaboration is a struggle



How Mature Is Your Supplier Network And What Can We Aim For?

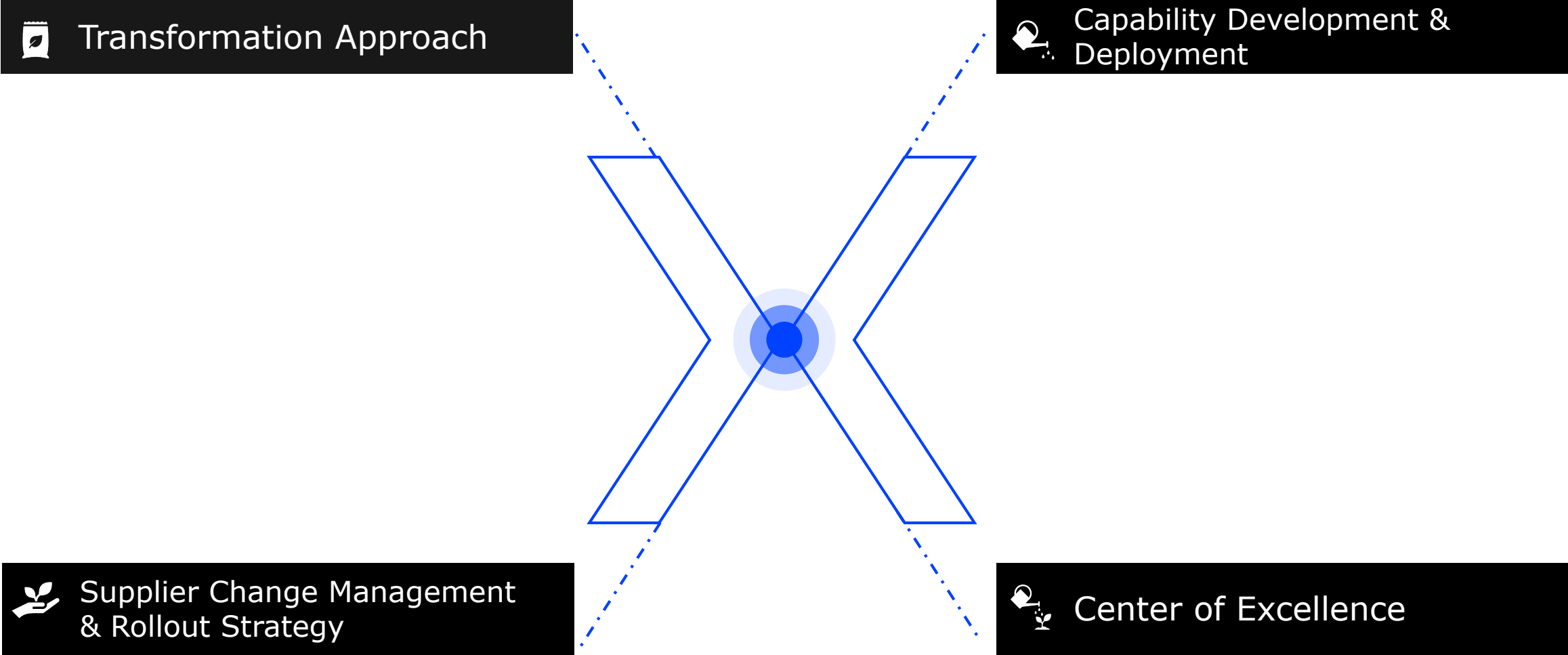




Question 1

How do we build and implement a digitally integrated platform with business partners?

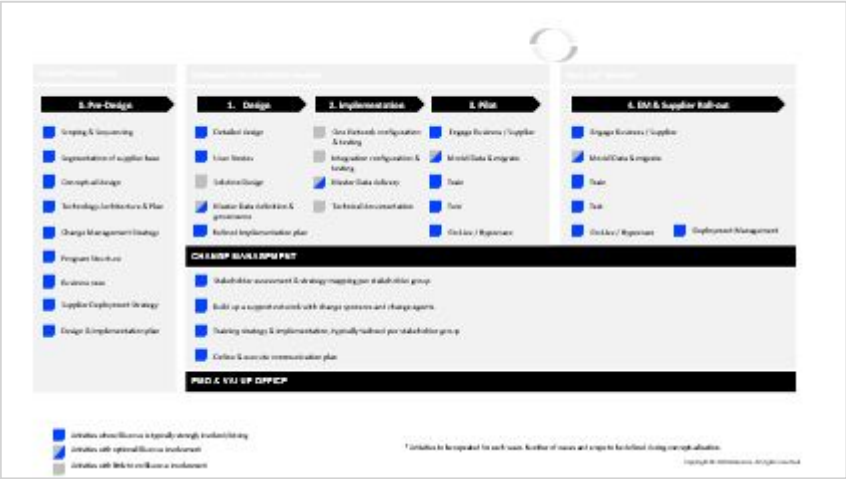
From Our Experience, There Are 4 Key Elements In A Successful Supplier Collaboration Journey



From Our Experience, There Are 4 Key Elements In A Successful Supplier Collaboration Journey

Transformation Approach

WHAT – Implementing a proven approach to design, build, and deploy a supplier collaboration platform that delivers real value.



Capability Development & Deployment

Supplier Change Management & Rollout Strategy

Center of Excellence



CONCEPTUALIZATION

0. Pre-Design

- Scoping & Sequencing
- Segmentation of supplier base
- Conceptual design
- Technology Architecture & Plan
- Change Management Strategy
- Program Structure
- Business case
- Supplier Deployment Strategy
- Design & implementation plan

CAPABILITY DEVELOPMENT PHASES

1. Design	2. Implementation	3. Pilot
<ul style="list-style-type: none"> Detailed design User Stories Solution Design Master Data definition & governance Refined Implementation plan 	<ul style="list-style-type: none"> One Network configuration & testing Integration configuration & testing Master Data delivery Technical documentation 	<ul style="list-style-type: none"> Engage Business / Supplier Model Data & migrate Train Test Go-Live / Hypercare

ROLL OUT WAVES*

4. EM & Supplier Roll-out

- Engage Business / Supplier
- Model Data & migrate
- Train
- Test
- Go-Live / Hypercare
- Deployment Management

CHANGE MANAGEMENT

- Stakeholder assessment & strategy mapping per stakeholder group
- Build up a support network with change sponsors and change agents
- Training strategy & implementation, typically tailored per stakeholder group
- Define & execute communication plan

PMO & VALUE OFFICE

- Activities where Bluecrux is typically strongly involved/driving
- Activities with optional Bluecrux involvement
- Activities with little to no Bluecrux involvement

* Activities to be repeated for each wave. Number of waves and scope to be defined during conceptualization.


From Our Experience, There Are 4 Key Elements In A Successful Supplier Collaboration Journey

 Transformation Approach

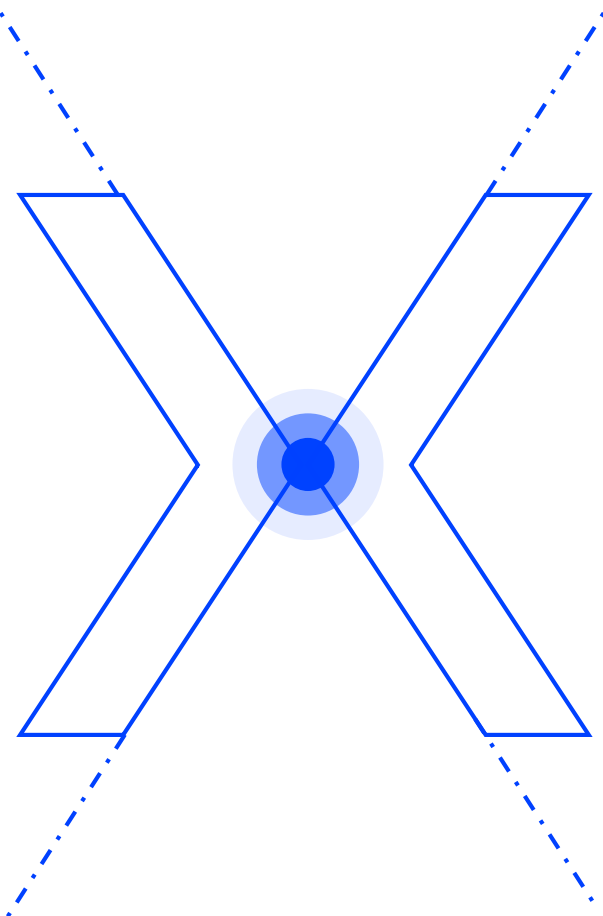
 Capability Development & Deployment

CAPABILITY DEVELOPMENT – Designing the business processes and tool functionalities

CAPABILITY DEPLOYMENT – Grouping suppliers and deploying the tool

 Supplier Change Management & Rollout Strategy

 Center of Excellence



Our Experience From Capability Development And Deployment



Capability Development

- 1. Standardise the business process**, but be open to custom changes per supplier
- 2. Don't let suppliers dictate your design**, dictate it internally
- 3. Extend the design process if needed** and include all tech areas (e.g. API, FFFP...). Rather have all requirements than raising requirements late



Capability Deployment

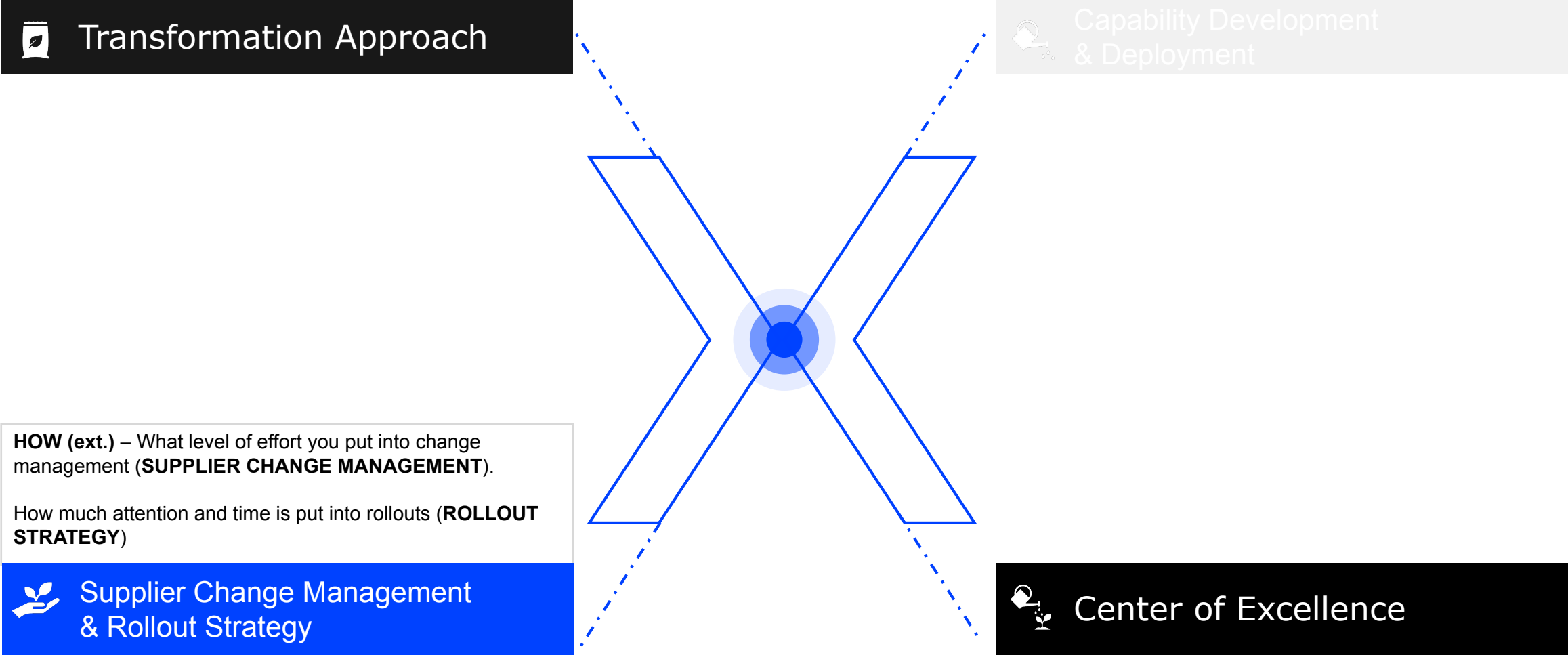
- 1. Grouping suppliers** on not only the 'procurement segmentation' (e.g. strategic, develop...), but also:
 - Tech Areas (e.g. API, FFFP...)
 - Technology maturity
 - Relationship health
 - Process complexity
 - Past experience of engagements
- 2. Suppliers have a lot more bargaining power** that one thinks, leave enough time for engagement
- 3. Focus on your "low-hanging fruit" suppliers** first (e.g. CMOs digitally mature who already have been onboarded)

Capability Development: What Exactly Are You Collaborating On With Suppliers, And Who Are The Business Partners Involved?

Capabilities	Supply chain function*						
	PLAN	SOURCE	MAKE	DELIVER	FINANCE	QUALITY	OPEX
Purchase Order Collaboration	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ASN Collaboration & Goods Receipt	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Forecast Collaboration	<input checked="" type="checkbox"/>						
Inventory Visibility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
VMI Planning	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
Production Status Tracking			<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Production Capacity Visibility	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
Invoice Management					<input checked="" type="checkbox"/>		
Performance Management (e.g. OTIF)	<input checked="" type="checkbox"/>						
External Risk Detection				<input checked="" type="checkbox"/>			

*May differ depending on which function owns which process

From Our Experience, There Are 4 Key Elements In A Successful Supplier Collaboration Journey



Different Approaches For Your Suppliers



Roll out strategy

Per Supplier

Suppliers are onboarding individually

Bulk

Suppliers are onboarding in groups based on common characteristics

Speed of onboarding



Supplier change management

Light Touch


Suppliers are onboarding with limited support from the project team


Heavy Touch


Suppliers are onboarding with maximum support from the project team

First-Time-Right adoption

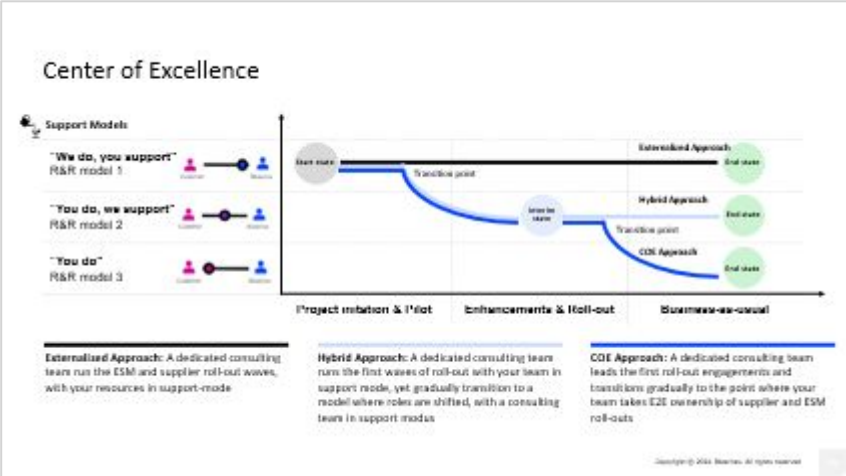
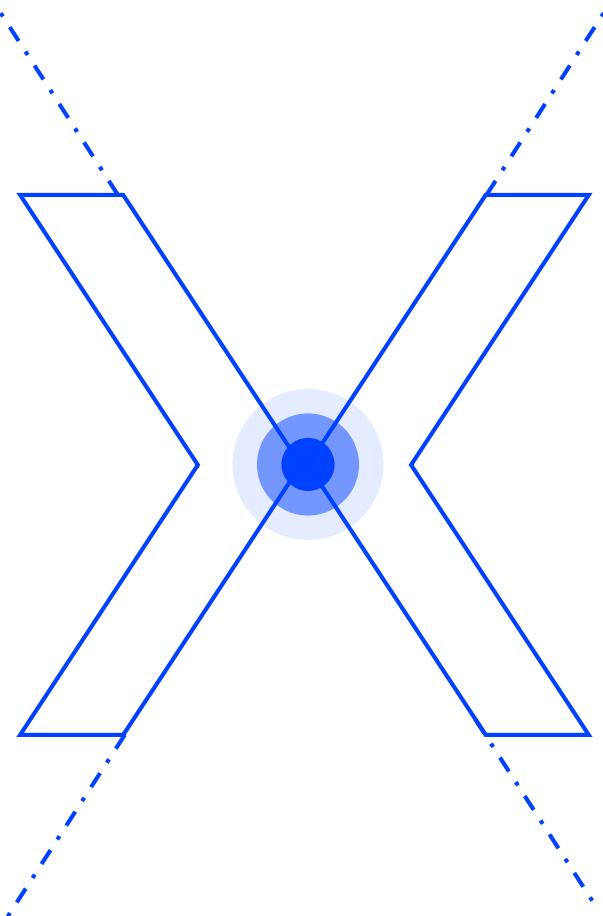
From Our Experience, There Are 4 Key Elements In A Successful Supplier Collaboration Journey

 Transformation Approach

 Capability Development & Deployment

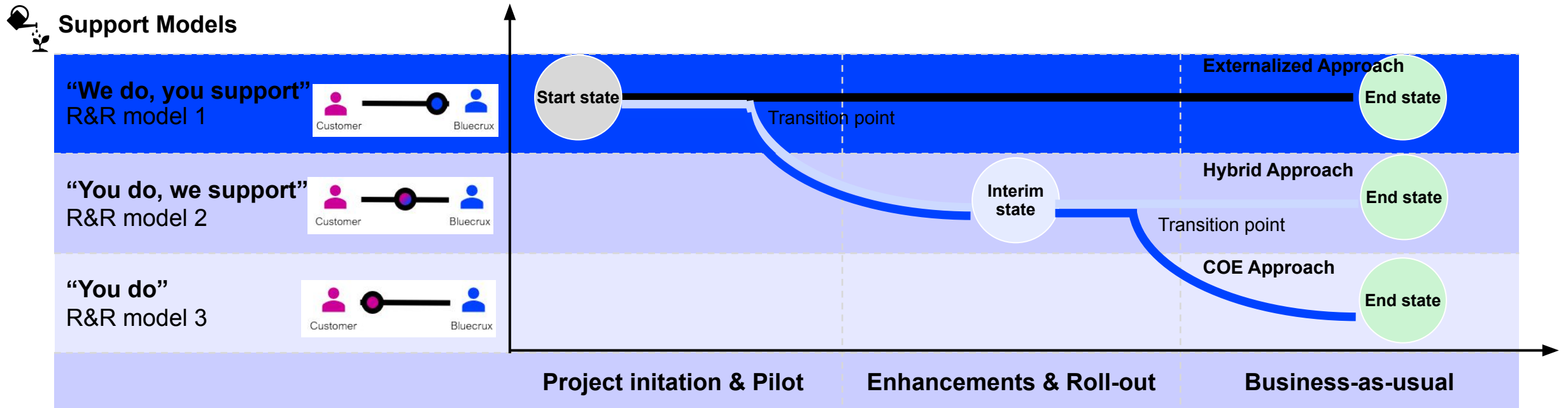
 Supplier Change Management & Rollout Strategy

 Center of Excellence



HOW (int.) – Set up your COE as soon as possible to ensure your teams are upskilled and can take over when transitioning to business as usual

Center of Excellence



Externalized Approach: A dedicated consulting team run the ESM and supplier roll-out waves, with your resources in support-mode

Hybrid Approach: A dedicated consulting team runs the first waves of roll-out with your team in support mode, yet gradually transition to a model where roles are shifted, with a consulting team in support modus

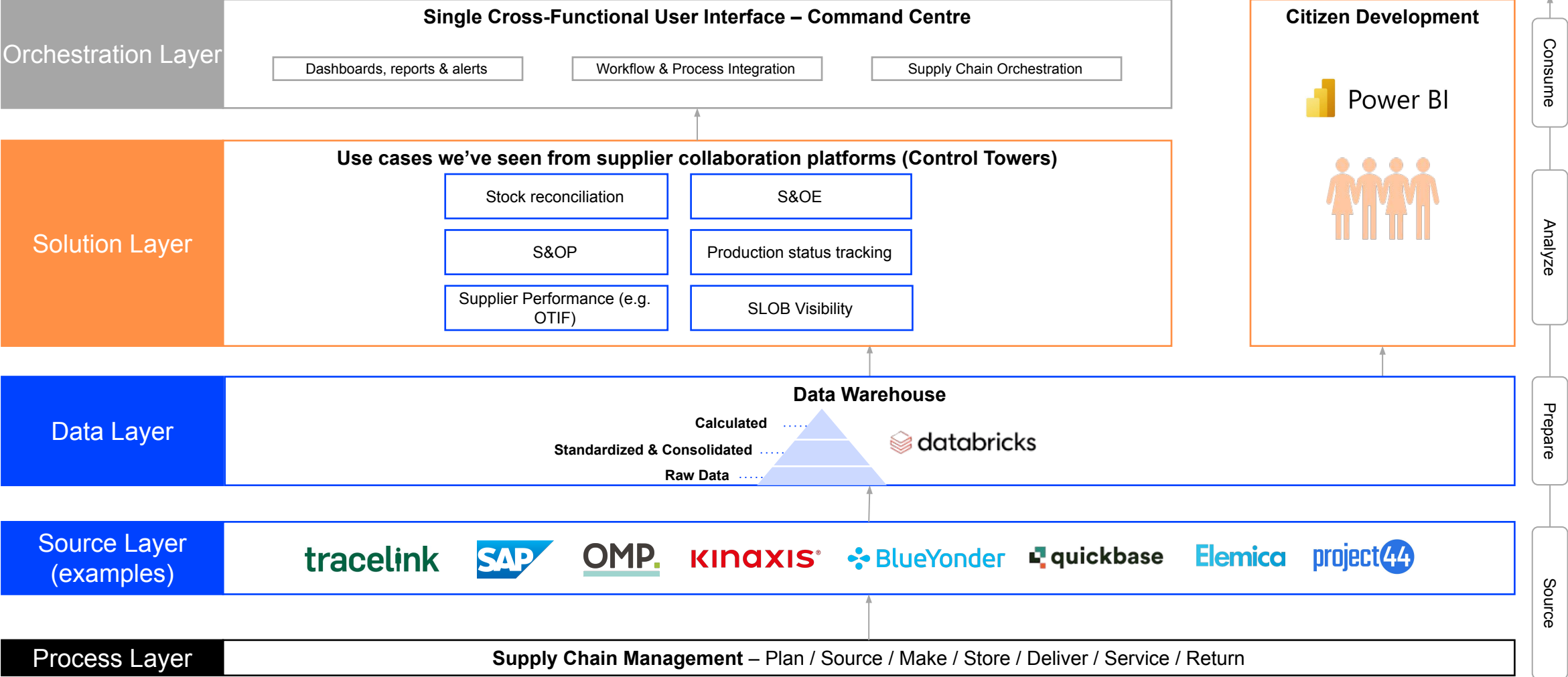
COE Approach: A dedicated consulting team leads the first roll-out engagements and transitions gradually to the point where your team takes E2E ownership of supplier and ESM roll-outs



Question 2

How does the supplier collaboration platform
fit into my overall landscape?

How The Supplier Collaboration Platform Fits Into The Overall Landscape



Key take-aways

1



Think Value Chain

2



Supplier strategy
is key

3



Small steps, big
impact

4



Dare to start &
learn

Discover your supplier risk maturity score

Interested to learn more? Let's connect at our booth



Get personalized
tips & tricks in less than 2'