Global Pharmaceutical Company

Creating Innovation and Agility through Product Lifecycle Management
Client profile

The client is a consumer health business unit of a global pharmaceutical company.

Opportunity

To grow and successfully compete in a fast-changing and increasingly global environment, the business unit knew it needed to do a better job of creating, packaging and quickly delivering consumer products that would appeal to a more diverse and more global customer base. For help in developing the innovative processes and systems that would allow this shift, it turned to its longtime service provider, Accenture. Several factors influenced the decision, including Accenture's proven strategy and implementation delivery skills, as well as its holistic approach to managing and transforming Product Lifecycle Management (PLM).

Solution

Accenture applied its strategy expertise to confirm the scope of the client’s product development to production challenges, and developed a robust PLM business case and roadmap for change. With the deployment plan in place, Accenture turned its attention to redesigning the client’s PLM processes to drive efficiencies, innovation and global consistency in product development—all while adhering to the strict compliance rules of the pharmaceutical industry. For example, the team implemented an automated product specification management process to create and transfer specifications faster and higher quality to both internal and external manufacturing. The team also worked closely with the company to replace its legacy PLM system, which had grown unstable over the years and was unsuitable for supporting the new global PLM processes. The new PLM solution, based on Oracle®’s Agile PLM technology, provided an integrated architecture with a single location for product information, such as Packaging, Formulation, Device Bills of Materials BOM, or Product Specification. This highly collaborative effort involved using Accenture delivery center resources, as well as conference room pilots, rapid prototyping, and an iterative system design and development approach. The application of this methodology was so successful that the client adopted it as a preferred approach to future system deployments. Accenture continues to provide PLM application support on an outsourced basis. Throughout the program, Accenture's project management skills and proprietary methodologies and assets helped keep program risks to a minimum and the transformation on track.

Results

With Accenture's help, the client has developed a faster, more efficient and ultimately more valuable approach to product development. With new digital capabilities, improved contract manufacturing collaboration, consistent processes, and a new supporting IT system, the PLM process has become much more efficient and faster. These efficiencies and changes in development process will allow faster time to market which is estimated to provide the business unit with up to $200 million per year of revenue. Even more important, the new processes and supporting technologies are helping to perform a new level of strategic agility. The business unit can be much more responsive to changing customer demands and preferences around the world and has, in fact, adopted a "design anywhere, build anywhere" capability. That not only speeds the delivery of products to the customers who need them, but also creates a distinct and valuable, long-term competitive advantage.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 305,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.