



Trends & Challenges in Pharma Sourcing and Procurement



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External Manufacturing LatAm*

ARENA CTS BCN 2025





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External Manufacturing as the "Procurement's Operational Arm" Accelerate, Cultivate, Innovate!—Managing Relationships With The Modern Supplier

- // Trends on procurement roles and the necessity to have an operational perspective
- // Different approaches from different business necessities
- // Trends and Tips on how to best manage CMOs, 3PLs and Clinical Trials partners.



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Keynote
Speaker
since 2008



Logistics

Manufacturing

Planning

Demand

Procurement

Cold Chain



A Complex World

~5.0 bn €
sales with
~6.000 products



8 Suppliers LatAm
USD30million



Supply from **>200** external **CMO's**



Supply from **12** internal **PS sites**



~850
formulations

~13.000
Number of Materials



~1.500
Material Suppliers

1.6
BILLION



Procurement X Relationship Roles

INTRODUCTION
WHY WE NEED IT?

THE ROLE
OF
PROCUREMENT

TRUSTFUL
RELATIONSHIP

GETTING
ALIGNED

TIPS
&
TAKE AWAYS

Long Story Short

To manage the complexity of an operational relationship

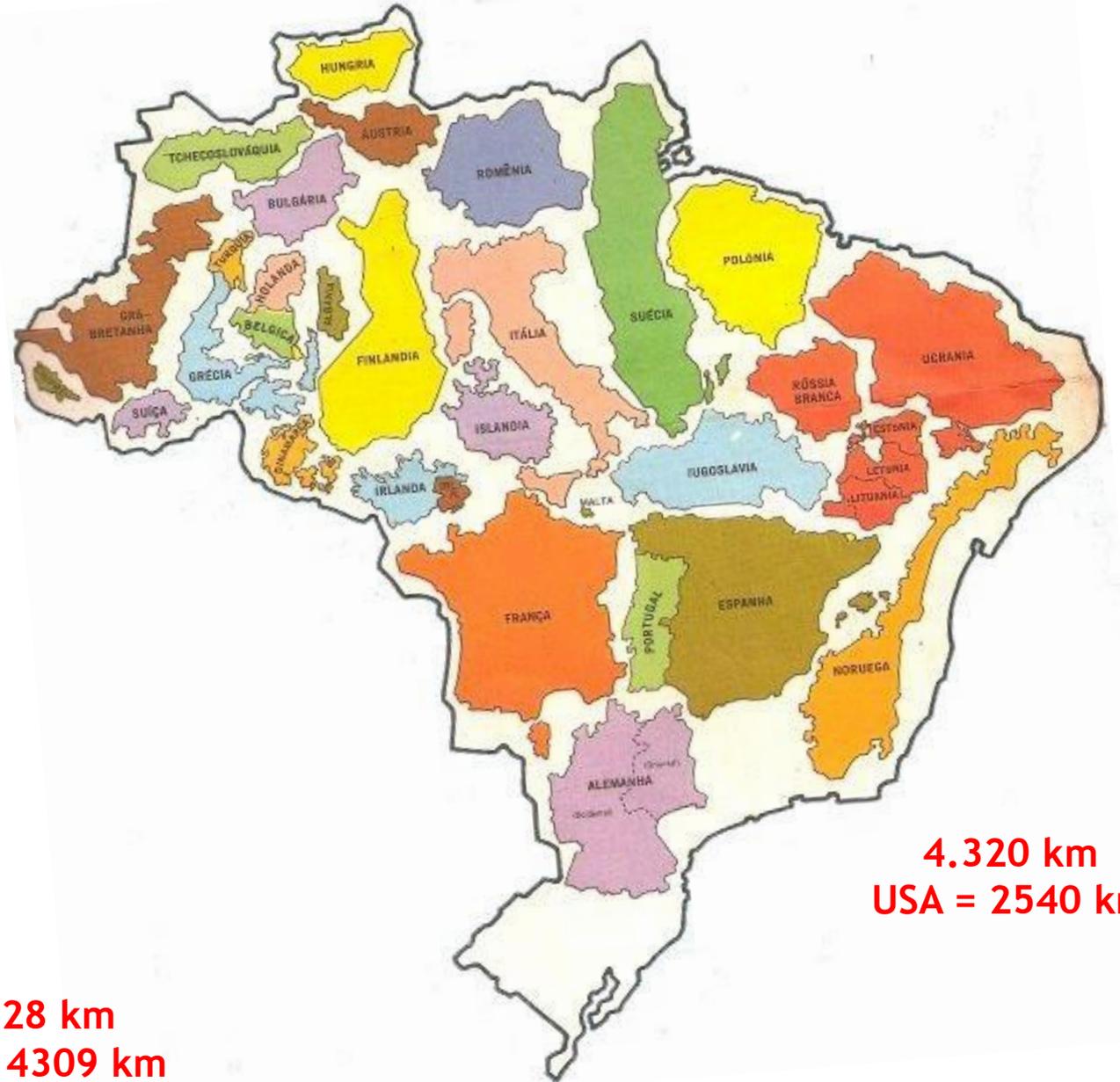


Managing the complexity



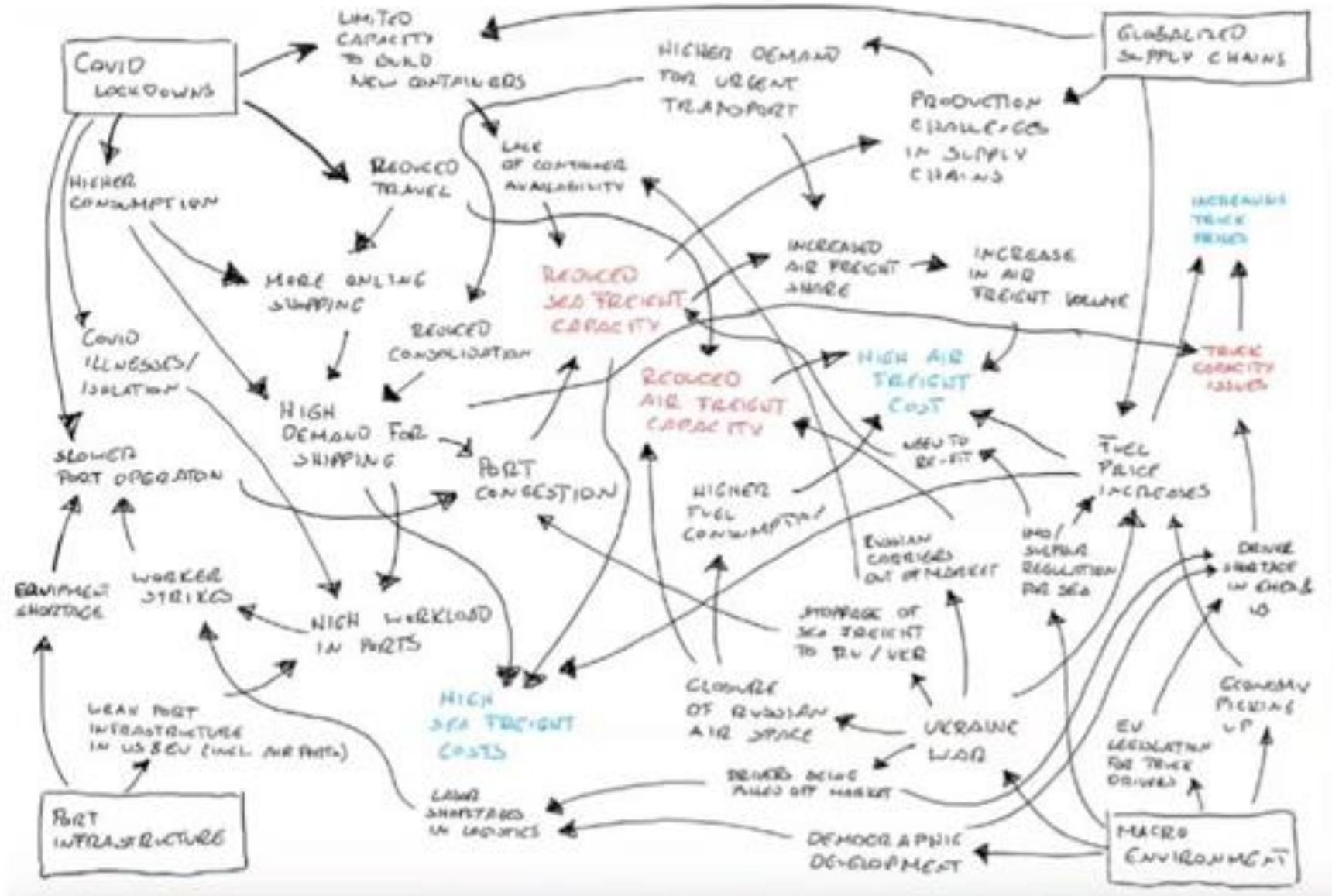


Managing the complexity





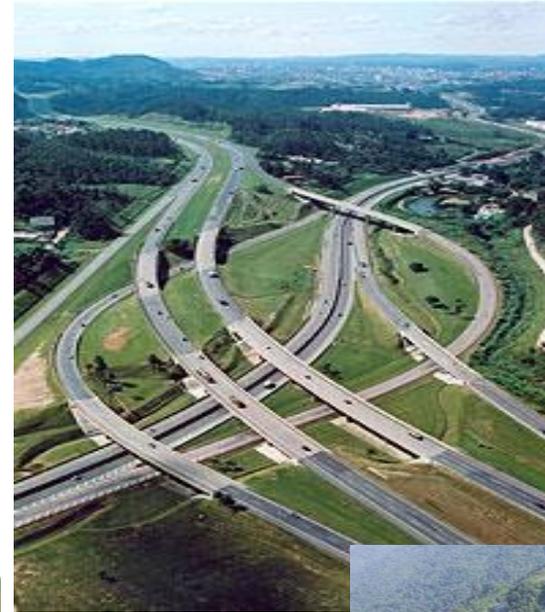
Managing the complexity





The Contract X The Reality

In Logistics, contract is based on this...





The Contract X The Reality

...but sometimes the reality is different



WHY IS SUPPLY CHAIN



THE LAST TO KNOW?



The procurement guy....





The Outsourcing Way

FierceBiotech

BIOTECH RESEARCH CRO MEDTECH

CRO

Bayer contemplating outsourcing more R&D as part of restructuring: Reuters

by Joseph Keenan | Oct 16, 2018 2:24pm



Bayer is contemplating outsourcing more of its R&D as part of an overall restructuring plan, Reuters says. (Bayer)



Bayer is contemplating outsourcing more of its R&D as part of an overall restructuring plan, Reuters **reported**, citing the German pharma giant's work council.



The Roles at Procurement

Procurement

Sourcing

Demand analysis, market research, supplier evaluation, supplier selection, bidding, contract negotiation, supplier insertion, supplier relationship management, supplier performance management

Purchasing

Opening purchase orders, managing operational tasks, and communicating with the supplier, auditing order delivery and tracking orders already received, receiving and authorizing orders and processing payments.



Relationship Important Insights



Hi Tech X Hi Touch



The Intangible Relationship

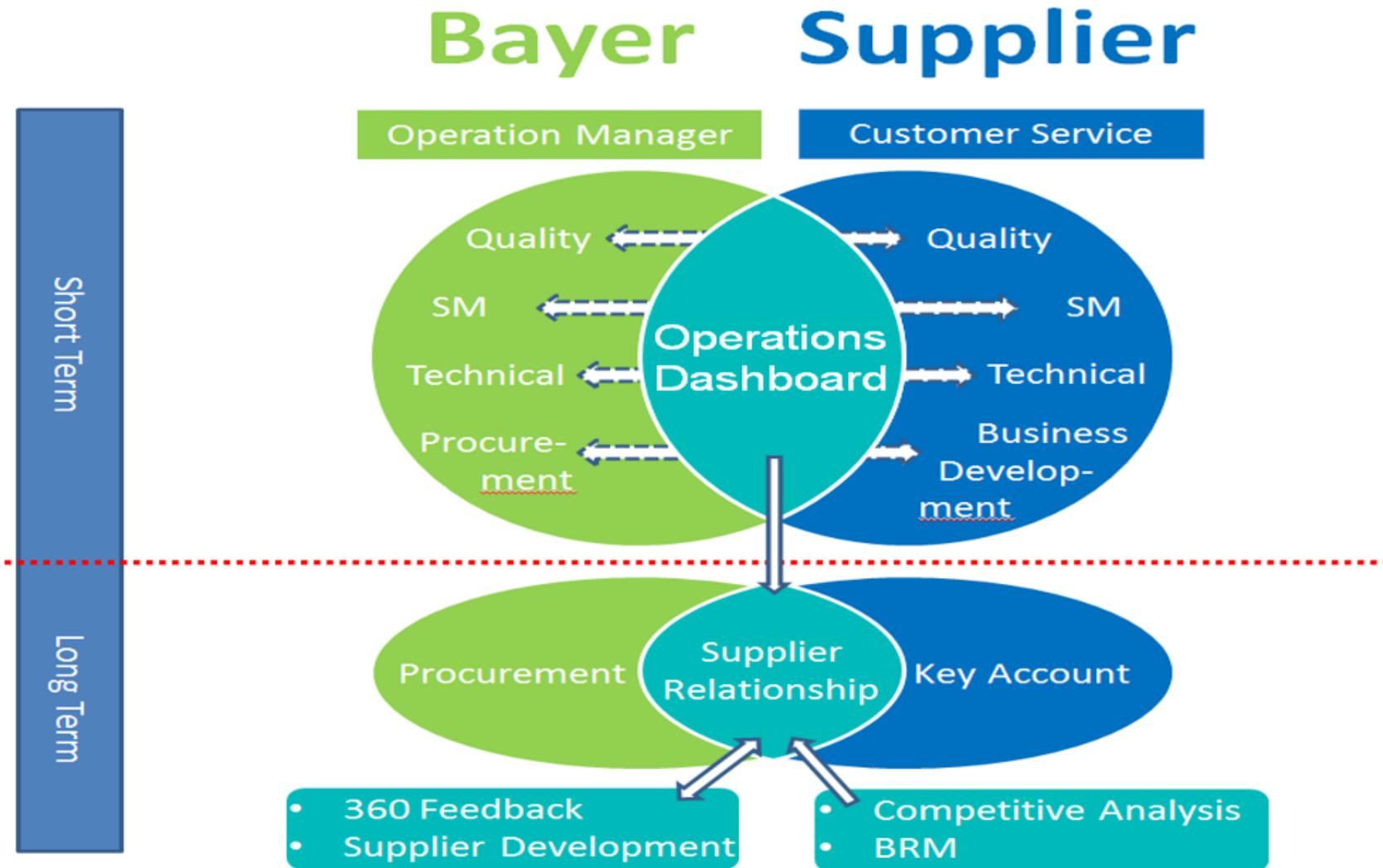


Play Jazz – Plot and Improvisation



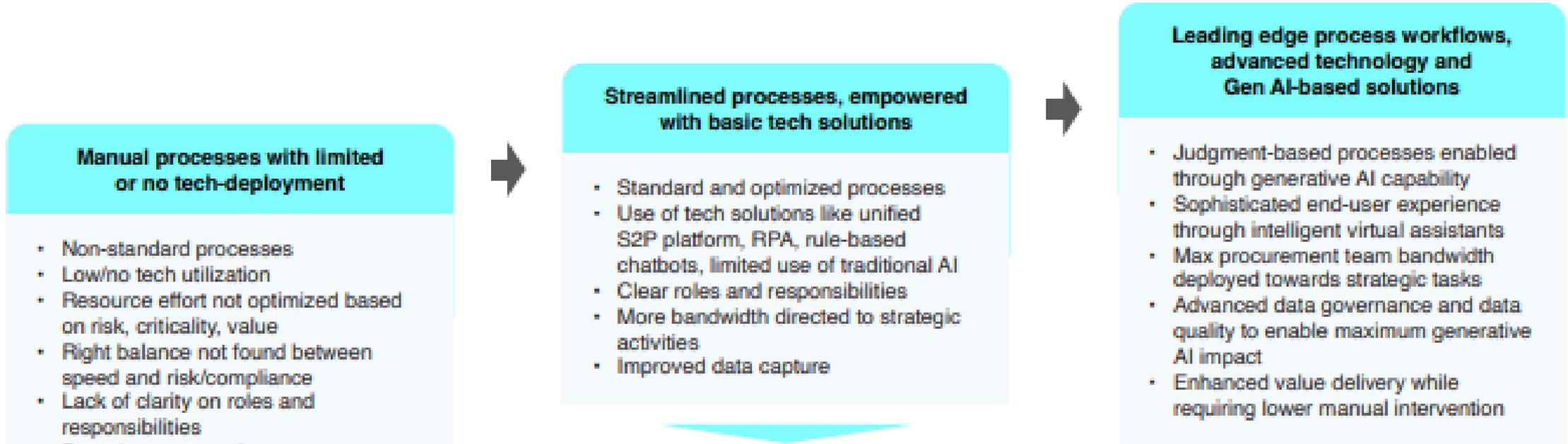


Bayer External Manufacturing Model





The new procurement model



Manual processes with limited or no tech-deployment

- Non-standard processes
- Low/no tech utilization
- Resource effort not optimized based on risk, criticality, value
- Right balance not found between speed and risk/compliance
- Lack of clarity on roles and responsibilities
- Poor data capture from procurement processes

Streamlined processes, empowered with basic tech solutions

- Standard and optimized processes
- Use of tech solutions like unified S2P platform, RPA, rule-based chatbots, limited use of traditional AI
- Clear roles and responsibilities
- More bandwidth directed to strategic activities
- Improved data capture

Leading edge process workflows, advanced technology and Gen AI-based solutions

- Judgment-based processes enabled through generative AI capability
- Sophisticated end-user experience through intelligent virtual assistants
- Max procurement team bandwidth deployed towards strategic tasks
- Advanced data governance and data quality to enable maximum generative AI impact
- Enhanced value delivery while requiring lower manual intervention

Step-change in efficiencies and results (like cost savings) with use of tech-driven S2P processes

Transformative procurement results, with generative AI augmenting procurement team skillset, adding significant value in judgment-based activities, and further enhancing transactional activities

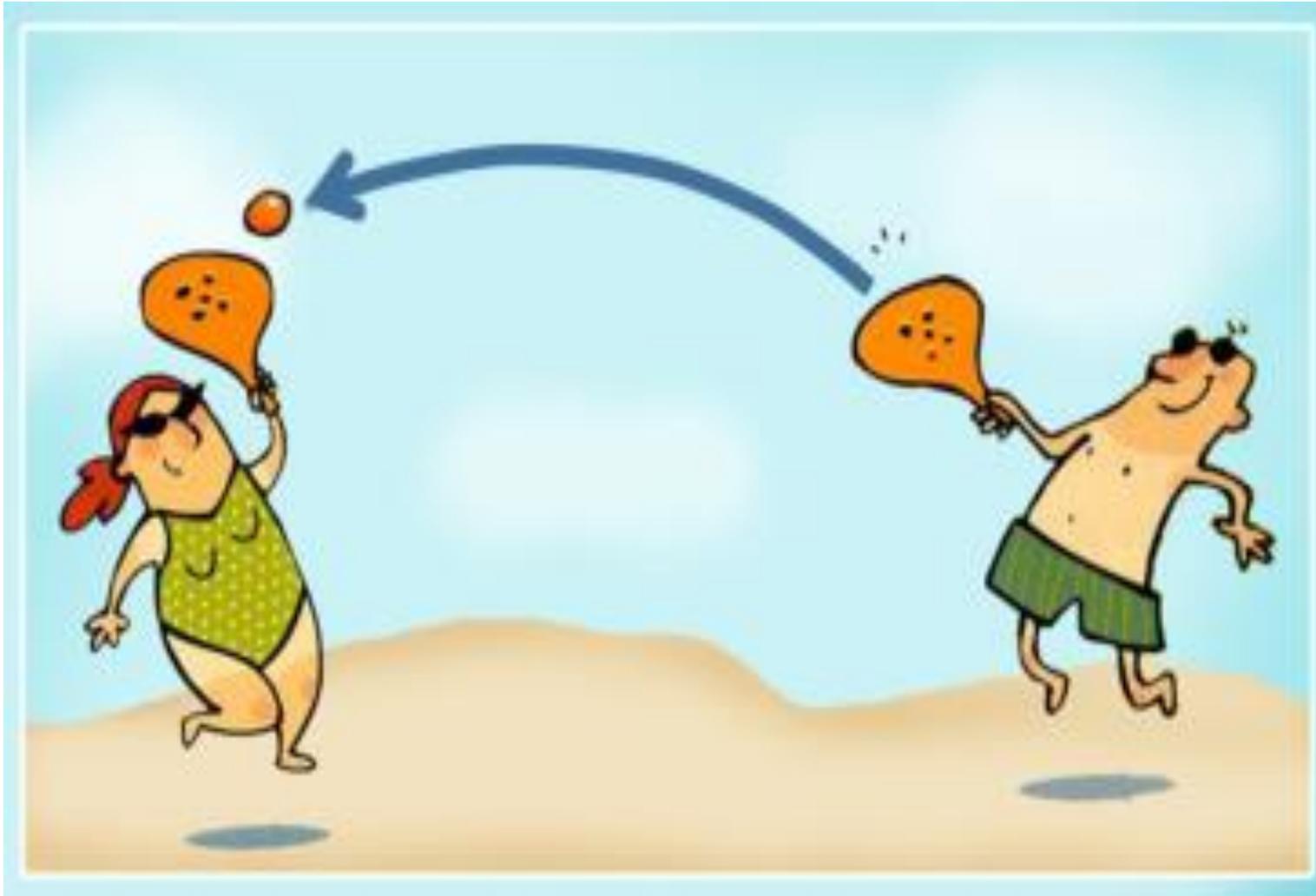


I think we may have a solution to all our problems.





Key Relationship Factors



Paddleball
When you send
good balls,
odds are you'll
get good ones
back

Manage Business and Relationship with

TRANSPARENCY

HONESTY

SINCERE COLLABORATION

helps in getting full Trust

**100% of customers are people.
100% of employees are people.
If you don't understand people,
...you don't understand business.**

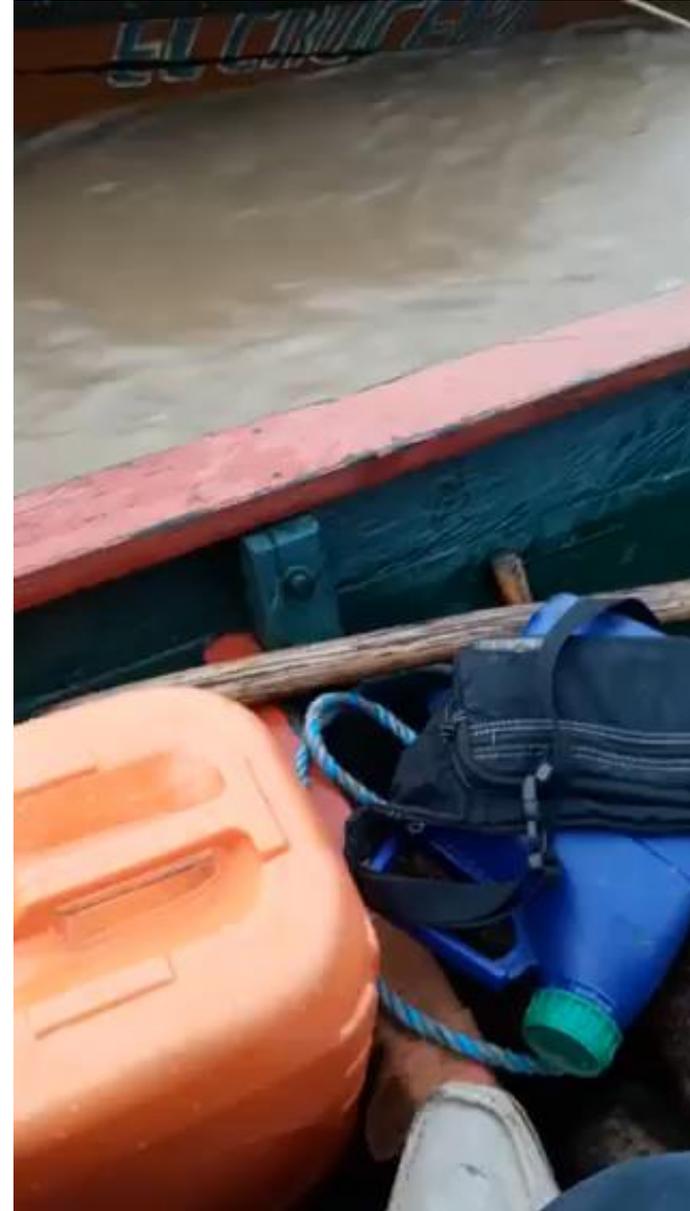
Simon Sinek, 2009





PEOPLE

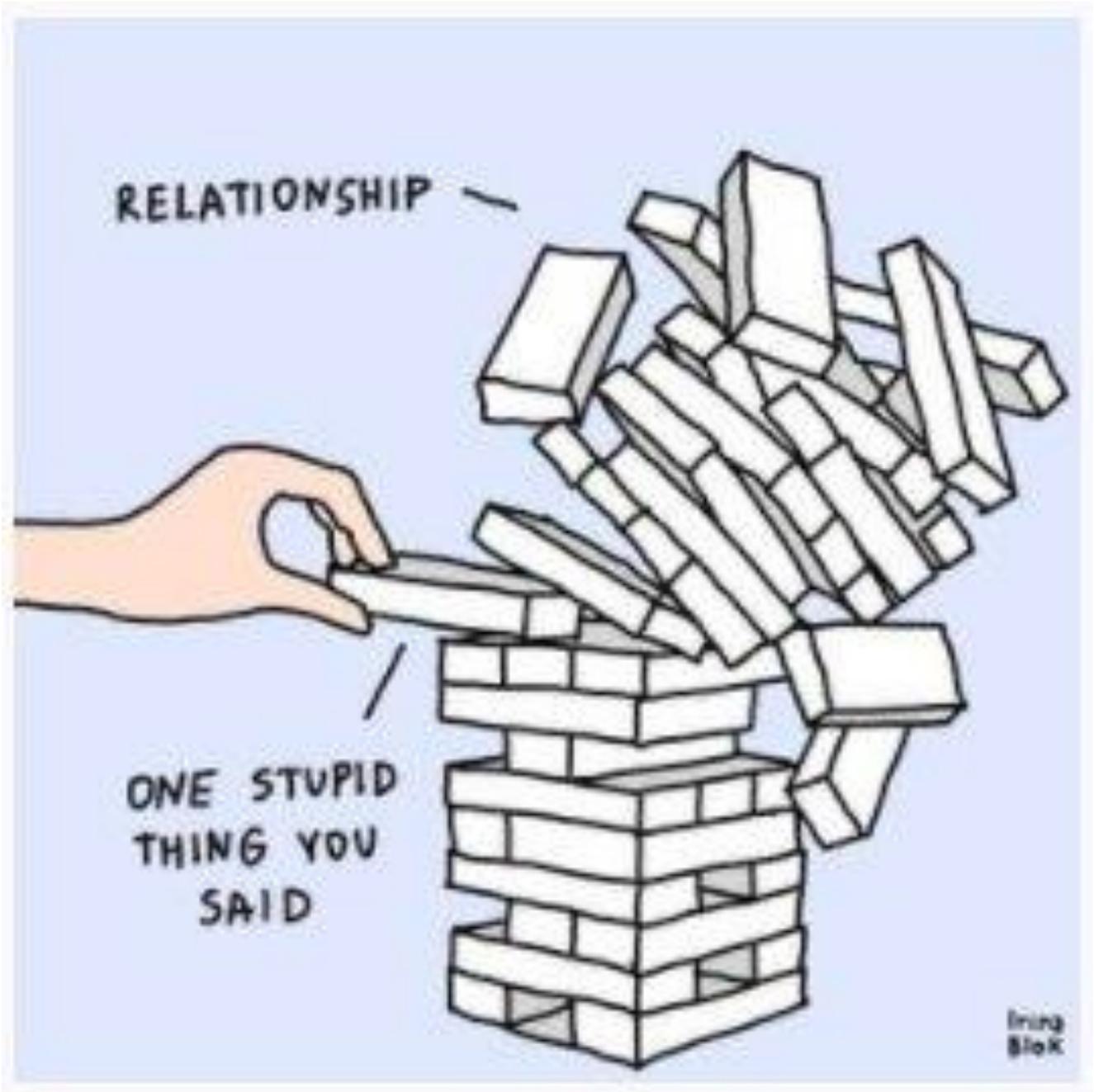
Keep the Innovation Alive!



“Breakfast at Tiffanys”

Deep Blue Something







Trends & Challenges in Pharma Sourcing and Procurement

FINAL COMENTS AND TIPS

Build up a trustful relationship,



focused on
Customer needs



and helped by the
humanized technology



Closing....

There are two rules for the success:
1. Never tell everything you know.

Roger H. Lincoln

Detroit City councilman, Juvenile Justice Court judge, and author

See you on CTS 2026 😊



Thank you

*And please provide your
feedback*

