



# ***Trends & Challenges in Pharma Sourcing and Procurement***



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***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

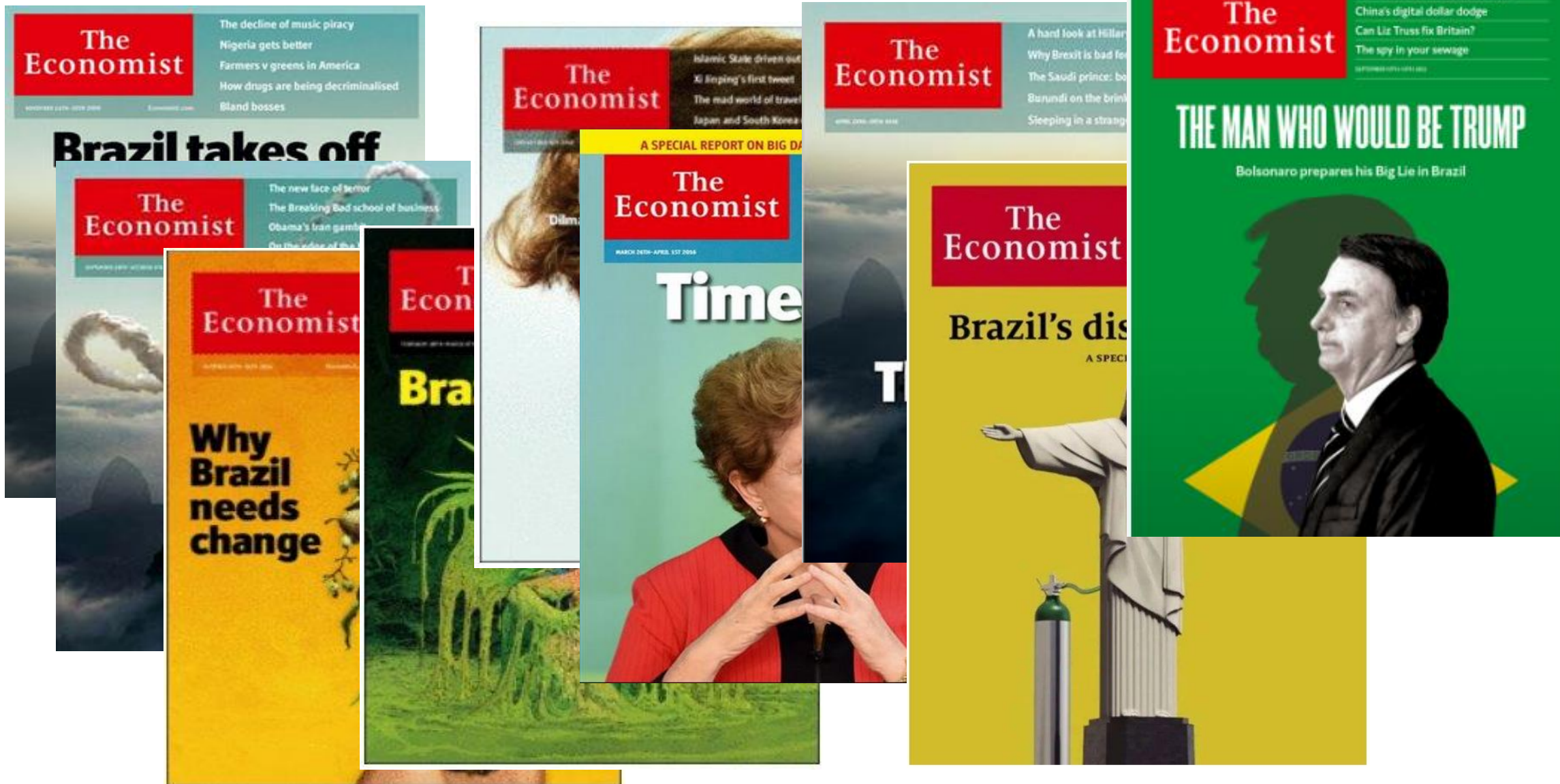
GETTING  
ALIGNED  
  
TIPS  
&  
TAKE AWAYS

# Long Story Short

To manage the complexity of an operational relationship

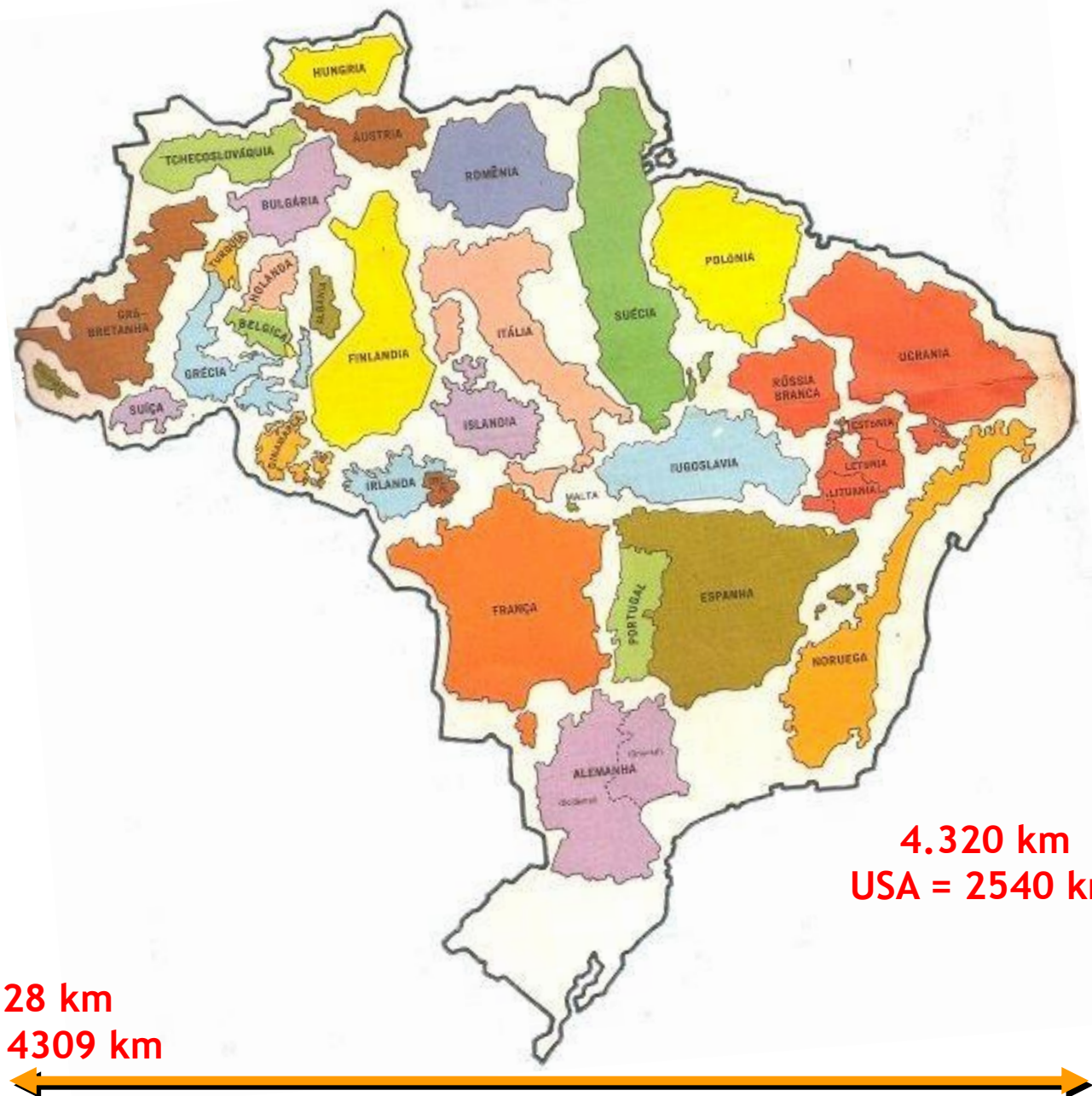


# Managing the complexity





# Managing the complexity









# 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*

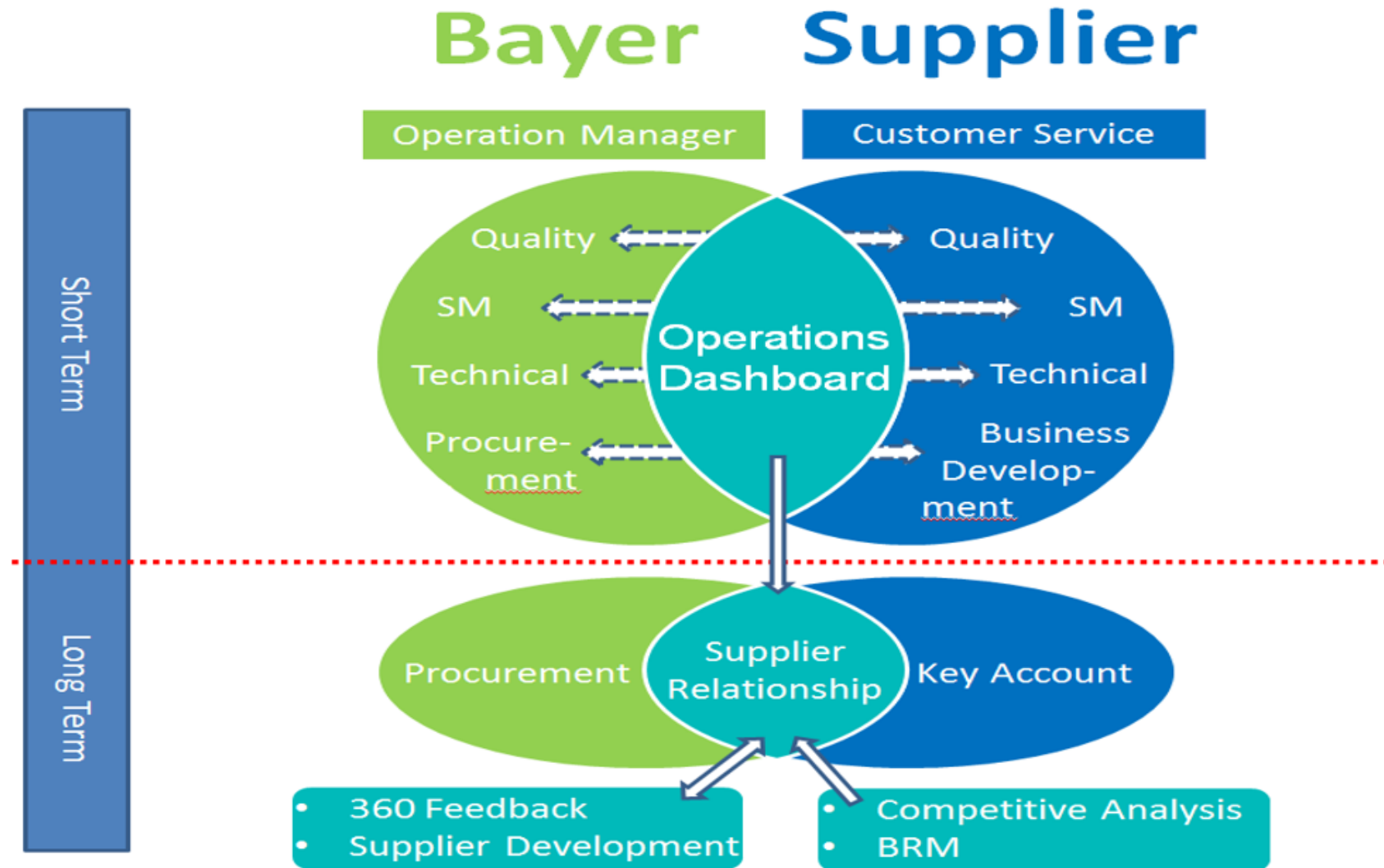


*Play Jazz – Plot and Improvisation*

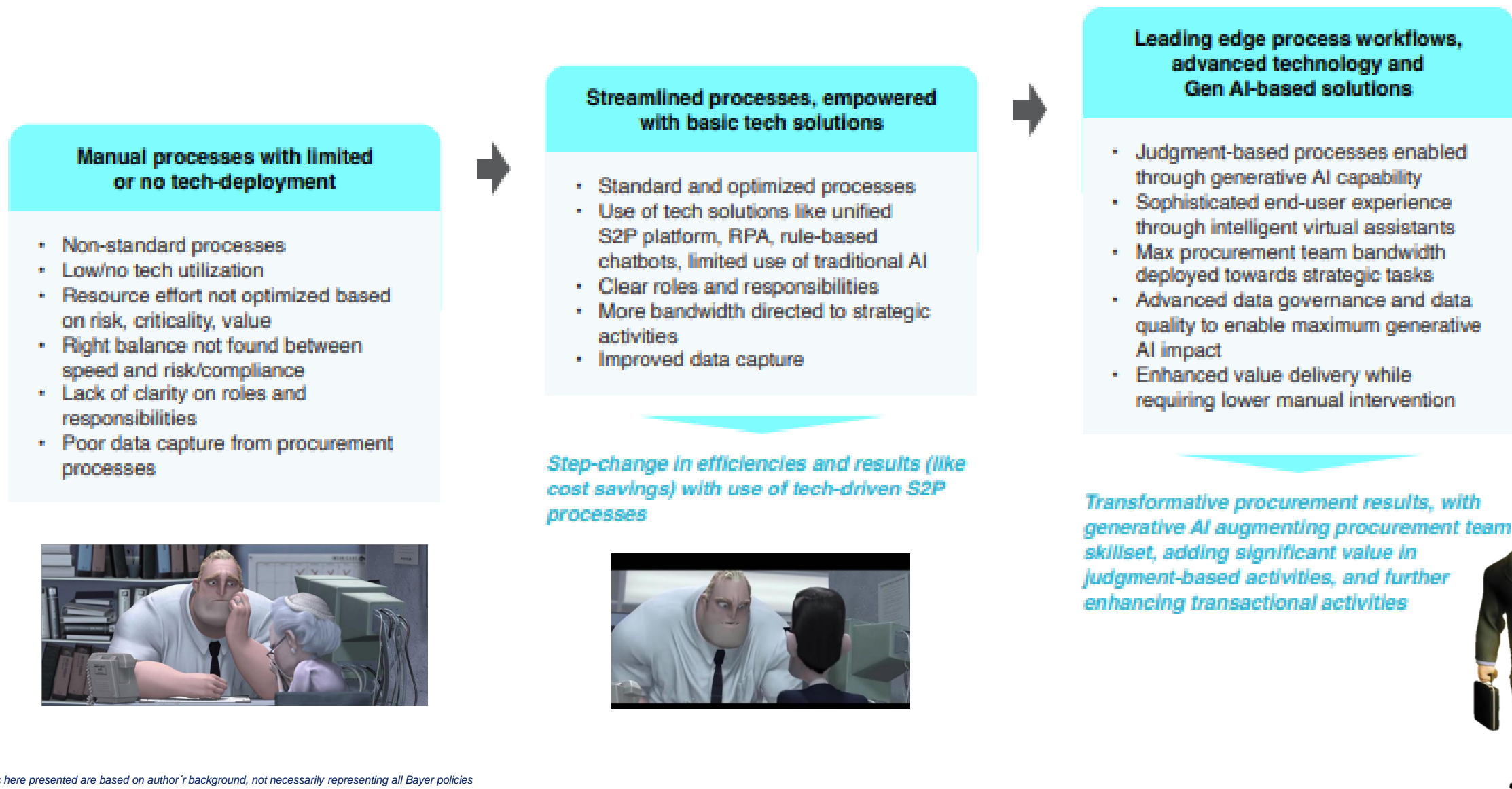




# Bayer External Manufacturing Model



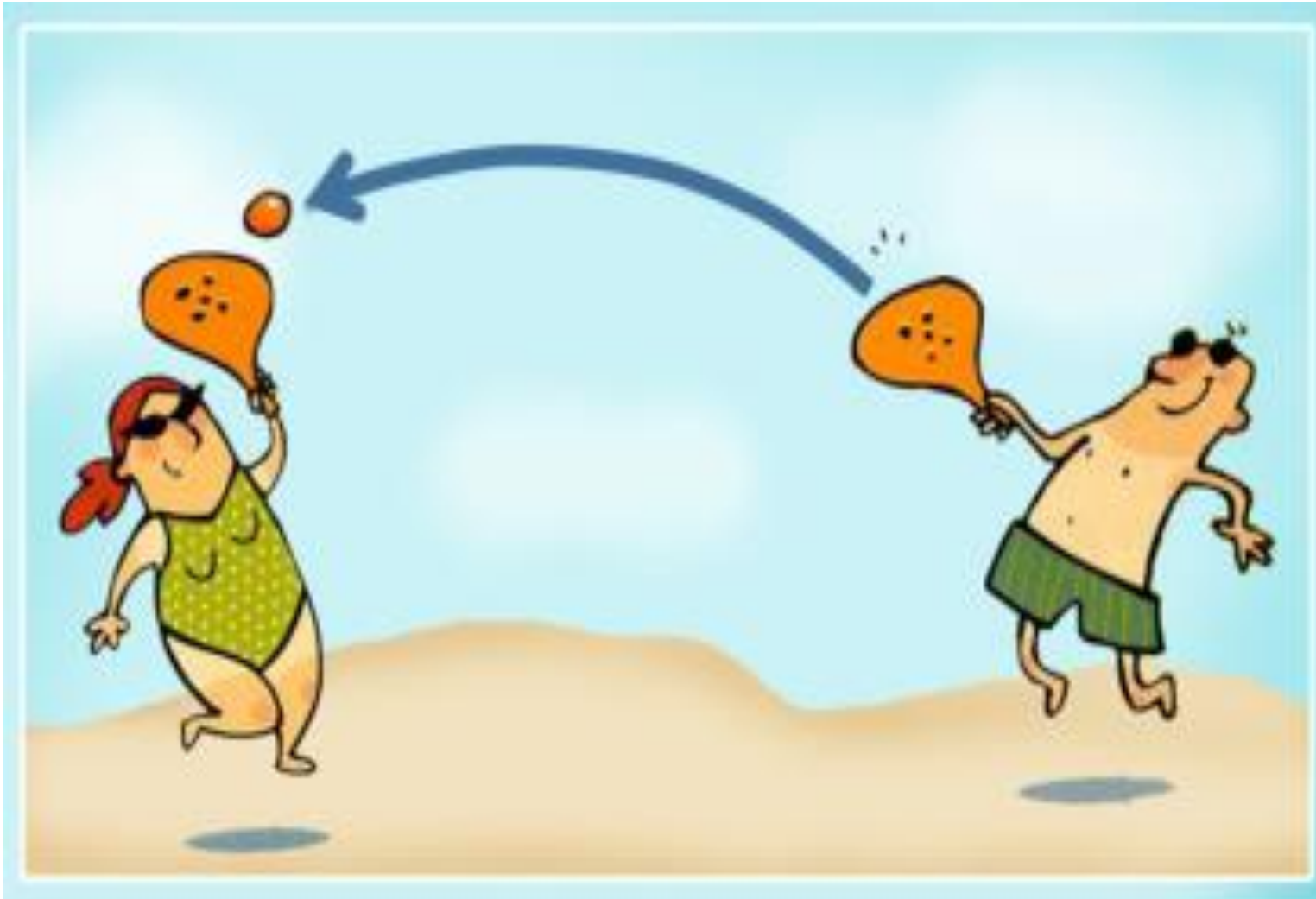
# The new procurement model



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!

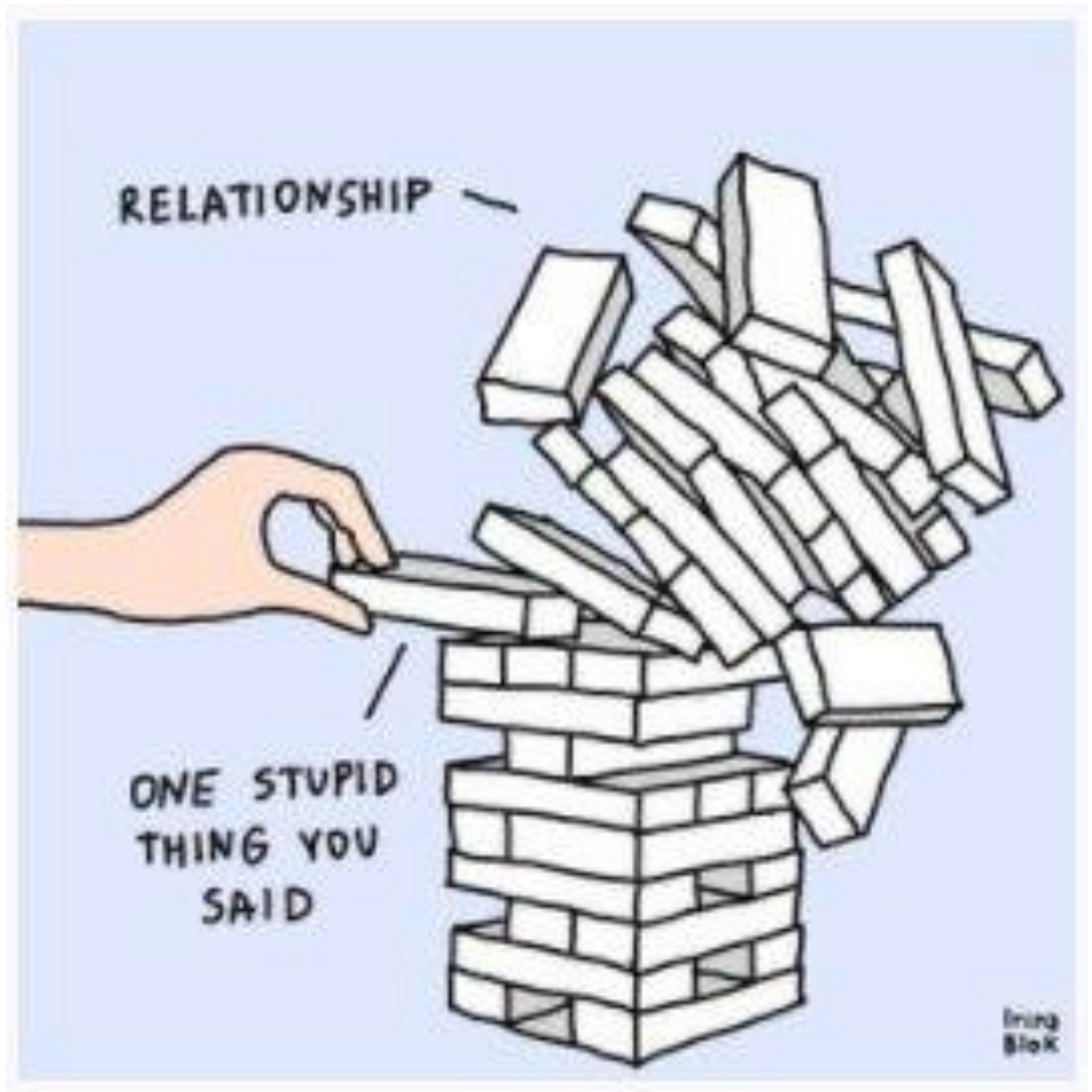




# “Breakfast at Tiffanys”

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*

