



# Deloitte.

## Managing and optimizing a global supply of high-margin inventory

“Better managing our global inventory levels was critical to the overall financial health of the organization.”

- Head, Global Supply Chain

### QUICK STATS

- Multinational pharmaceutical company with operations in 70 countries.
- Leader in Ophthalmic surgical and ocular health products

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### THE ISSUE

A multinational pharmaceutical company needed to manage a steadily-rising global inventory of high-margin products, including: limited visibility into inventory drivers and rationalization leading to surplus and write-offs; and a lack of processes and systems to optimize levels and mix.

### THE SOLUTION

The company engaged Deloitte in a three-step initiative to optimize how they manage their global inventory and quickly address the overstock conditions. Enabled by SAP Analytics Cloud and SAP S/4HANA, the company now manages inventory with powerful analytics, and dashboards unique to internal business units, across all markets and products. They are able to regularly assess and prioritize product levels and avoid costly overstock issues.

### THE IMPACT



Identified over \$100M in excess inventory, with \$5M in quick-win reduction opportunities.



Identified critical root causes of excess inventory



Provided inventory goal setting and monitoring capability

### SAP Technology Utilized

SAP Analytics Cloud provided the front-end user interface

Enterprise SAP S/4HANA provided the backend calculation and analytical engine.

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