DM | PHARMA ADVISORY

CASE STUDY

SIMPLIFING PRODUCT PORTFOLIOS TO IMPROVE BUSINESS PERFORMANCE

Business outcome:

Improved portfolio profitability and operational efficiency through portfolio simplification, SKU rationalization, and stronger prioritization discipline.

Challenge

A product portfolio had expanded organically over time in response to individual customer requests, resulting in a growing number of product grades and SKUs. The increasing complexity created operational inefficiencies, planning challenges, manufacturing burden, quality risks, and limited visibility into portfolio profitability.

My assignment

Lead a cross-functional portfolio optimization program integrating commercial, technical, quality, manufacturing, and market perspectives.

- Manufacturing and analytical capability assessment
- Customer demand and market pull analysis
- Profitability and operational impact review
- Portfolio segmentation and prioritization
- SKU rationalization
- Governance framework development

Outcome

- Defined a streamlined portfolio focused on high-value products
- Reduced operational complexity across planning and manufacturing
- Improved alignment between customer demand and product offering
- Strengthened portfolio profitability and prioritization discipline
- Developed new product documentation and value propositions
- Supported customer migration toward optimized product offerings

Key Insight

Portfolio growth does not automatically create business value. Sustainable growth requires balancing customer demand, technical capability, operational efficiency, and commercial value creation.