

Pfizer Group R&D - Strategic Sourcing review of Facilities and Engineering services

Background

Pfizer discovers, develops and manufactures pharmaceuticals for humans and animals. The company operates in 180 countries with a workforce of over 100,000. In the UK, Pfizer employs 6,000 people across four divisions covering all aspects of operations.

The R&D Division (PGRD) is located at Sandwich in Kent and the Facilities Management and Engineering (FME) department provides a crucial service in creating the right environment and facilities for R&D to take place. FME wanted to improve the sourcing of its external expenditure and to reduce costs to Pfizer while maintaining optimal service levels.

Approach

We applied our strategic sourcing review method, resulting in a set of reports and presentations that transparently demonstrated the reasoning behind the recommendations made. Information both internal and external was gathered and a logical framework of analysis applied to the main areas of the scope of the activity. Controls and checkpoints were embedded at key points, to provide client comfort that the analysis was leading toward an informed decision, as well as providing a substantive audit trail for review and verification.

Outcome

Opportunities to reduce costs and improve performance were identified. Options were explored with FME and it was agreed to move to a systems-based approach, driven by clear output and performance specifications for each asset grouping.

A programme of work to optimally source each package was initiated to:

- Develop output and performance specifications
- Record internal costs for comparison with the external market
- Investigate external market capability for suitable work packages



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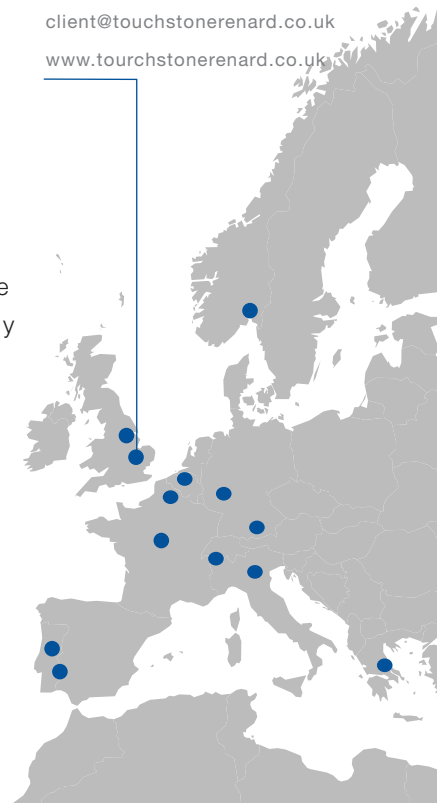
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European

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Lessons Learnt

This was a complex and sensitive review involving many diverse services and assets across the Pfizer site. The timescales were challenging and the review involved a range of client staff.

A core team of 3 consultants were involved plus additional specialist risk and HR consultants as and when they were needed. As it was a fast moving assignment the issue of keeping the client up to date with direction and progress, and vice versa, was vital. If this had not been done the assignment could have easily unravelled. The client was very satisfied with the outcome.



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