

**Book Review: Rick Cleveland, P. Log, Director of Programs, The Logistics Institute;
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"I recently had the opportunity to read 'Supply Chain Management in the Drug Industry: Delivering Patient Value for Pharmaceuticals and Biologics' (Hedley Rees, Wiley, 2011). This book provides guidance to help modernize the way drugs are developed, made and sold, and presents the argument that counterfeiting and poor SC visibility have their roots in the early stage of drug development. The "radical" idea to engage SC thinking in the early stages of drug development could lead to a revolution in pharmaceutical profitability and patient access.

CEOs of pharmaceutical companies should pay attention. In this era of social demands for sustainability and an end to corporate greed, when somebody provides guidance on how to make a profit and be socially responsible, our collective curiosities should be piqued.

The author does a great job of demonstrating the need for development of Supply Chain practices in the Pharmaceutical world. With input from various expert sources, the text reads as a 3-part case introducing those in Supply Chain to the world of Pharmaceuticals, those in Science to the world of Supply Chain, and finally a roadmap for a solution to a problem that is recognized but has not yet achieved the 'burning platform' stage. As governments look to Health Care costs as areas to reduce funding, that stage may reach raging inferno status sooner rather than later.

I have been a Supply Chain practitioner for almost 30 years, and while I've worked in healthcare, Pharmaceuticals was not my area of expertise. The first section of this book focused on the pharmaceutical process which gave me a much better understanding. It was a dry read at times, but sufficiently thorough to set up the argument for better SC connectivity without being too alienating for those not entrenched in that war. The second section, which focuses on Supply Chain history and methodology, is a fantastic read and could be easily expanded to a stand-alone text for many College courses. The author's metaphors illustrate the concepts perfectly, and the input from various experts solidifies and validates the argument for using these proven techniques to improve efficiency and profitability.

Finally, the last section ties it all together with a roadmap of how one might proceed. Apparently, the use of good Supply Chain Management practices is a radical idea in Pharma, but there was a time when Deming's use of Statistics in a production environment was considered revolutionary. Once Toyota adopted and benefited from the practice, the rest of the world started to take notice and now it seems like common sense to most of us. I'd like to own stocks in the first pharmaceutical company to fully implement SC planning at the design stage of their drug programs.

If you own stocks in any such companies, tell the CEO to read this book. It took 25 years for consumer goods companies to recognize that Supply Chain professionals add value by being involved in strategic planning as opposed to being tactical cost managers. It may take a while longer to convince those in the Pharma world that involving SC with their R&D teams can provide a similar benefit, but the change will come. Those who follow the advice of this author may well lead the way.