

# OPTIONS ANALYSIS CASE STUDY

## Assignment for a Global Pharmaceutical Group – Creative Services

### Introduction and background to the assignment



Within our client's operating groups there was considerable pressure to reduce operating costs for support services so that finances and resources could be channelled into more research and development.

It was particularly crucial to our client for the cost and resource effectiveness of the delivery for support services across their European business division to be reviewed in a timely fashion. This division was primarily an in-house design and reprographics service that also included a small conference management team.

Our client engaged Touchstone Renard to carry out the review and, with years of experience of undertaking this type of exercise, Phil Austin, Managing Director of Touchstone Renard, oversaw the assignment and personally ensured that this highly valued client was satisfied with our performance.

### Our task

The main task was to examine the cost and resource effectiveness of the delivery of “creative services” to our client's European business. We were also requested to identify the optimal business solution to deliver a quality service that would be sustainable and cost effective in the future.

### How we went about it

Our experienced, professional – but friendly – consulting team was able to carry out the work from the UK and applied our established, step-by-step method, resulting in a set of reports and presentations that transparently demonstrated the reasoning behind the recommendations made.

Information was gathered from both internal and external sources, providing the means to produce a logical framework of analysis that could be applied to the main areas of the target activity. We made sure that controls and checkpoints were embedded at key points to reassure our client that the analysis was leading towards an informed decision, as well as providing a substantive audit trail for review and verification.

The options considered for the future management of our client's European division were:

- to continue to deliver all work packages, with performance improvements
- to outsource all activities to a single in-house contractor, operating from the existing premises
- as far as possible, to transfer all work packages elsewhere within our client's group

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- to retain the business critical activities of submissions and packaging in-house and to outsource other activities
- a management buy out.

## What we achieved and our thoughts on the assignment

For the immediate future, for business critical reasons, we recommended that the European division should continue to deliver all work packages. However, we also strongly advised that the other options be re-examined once some essential performance opportunities had been realised.

Phil Austin says: 'Some of our people have strong backgrounds in the pharmaceuticals industry so we were especially pleased to be able to support this client and delighted when we were asked to carry out further work. As always, we focused on our client's corporate aims and objectives and worked to make sure that we recommended the course of action that would be in our client's best interests.'

## Please contact us



Touchstone Renard has a strong team of highly skilled consultants with a wealth of experience in options analysis assignments.

If you would like to receive further details of our capabilities or you would welcome a discussion on how Touchstone Renard can assist with solutions for your organisation, please contact Phil Austin, Managing Director, on:

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