

# Case Study



Pharma &  
Chemistry

# GAIN & CO

Strategic plan for a global pharmaceutical company

## Background



The client is the world leader in biological solutions with the strategic ambitions to automate in as many areas as possible.

The client desired to have an overview of which manual processes are viable to automate, and the areas of interest included logistics, production, labs, and clean zones of multiple levels.

## Gain & Co's Role



Gain & Co visited multiple sites and production areas across three countries (Denmark, China & the US), and conducted a thorough analysis of the manufacturing processes in each site to describe their benefits and complexities with respect to automation.

Our team created an Automation Index, which helped the client to assess relevant automation projects according to the estimated payback period, the range of solutions available, and estimated overall efficiency improvement potential. Qualitative insights were delivered alongside each key automation project covered in the index offering contextual analysis.

This enabled the management team to further prioritize and sequence the automation opportunities according to key strategic considerations, thus enabling the client to protect and develop further competitive advantages.

## Value Delivered



Our work identified significant potential in automating several core manufacturing processes at the client.

After Gain & Co's screening, the client received the automation roadmap with 40 manual processes viable for automation across production sites in 3 countries.

One recommendation at the China site introduced by Gain & Co stood out. The potential savings by introducing an AGV for the selected transportation routing at the China site have been calculated by Gain & Co, resulting in reducing the daily operator hours by 5,6 hours (yearly savings of 1344 operator hours).

Besides the direct savings in operator hours, the recommended automation scenarios provided other benefits such as high reusability where the need for new transportation routings easily can be configured and provides a platform for the future possibility of integration.

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## Warehouse of the future for a global pharmaceutical company

### Background



A world leader in biological solutions requested Gain & Co to develop a Technology Roadmap for deploying strategic automation in their designated warehouse in China.

The client's goal is that their "Warehouse of the Future" will comply with the following objectives:

- High reliability – Reliability focus on the predictability of the output of the processes and the overall key performance indicator is 100% order fulfillment
- Cost-effective – The "cost to serve" is a key performance indicator (KPI) with the goal to be the lowest while delivering 100% service
- Increase capacity by 100% - within the same footprint

Any future automation or optimization projects in the warehouse should support these overall strategic ambitions by:

- Reducing the costs in the handling operations in the warehouse
- Improve the ability to deliver as promised
- Increasing the warehouse's capacity

### Gain & Co's Role



Gain & Co virtually visited the client's site and conducted a thorough analysis of nine (9) functional areas of the warehouse for supporting the processes of solid- & liquid tapping.

A flow- & transportation analysis was carried out to assess the overall layout of the warehouse and the existing material flow to gain insights on where to automate or optimize.

The analysis identified several pain points in the current flow and identified five (5) areas of waste for which each created an automation/optimization proposal.

The screening of the warehouse was performed based on a guided Holo-Lens tour in the warehouse, video footage captured for each of the areas in the warehouse as well as interviews and background material forwarded by the project team.

The purpose of the screening was to identify manual processes, internal logistics, and storage areas with automation potential.

### Value Delivered



The final delivery offered the client a report with fifteen (15) observations for automation, with five (5) recommended choices to prioritize.

Based on the analysis, it was identified that the warehouse has under-utilized storage capacity in many locations – cold storage & buffer areas.

Supported by the calculation of the potential savings, it was therefore recommended by Gain & Co to start with automating the cold storage area.

On this most impactful project, the estimated headcount saving was 3 FTE, an almost doubled increase in pallet places (from 6200 up to 12000) with an average expected payback period of ~3 years.

AGV technology (warehouse) was identified as having potential with very little complexity to implement.

The overall total investment for the technology roadmap showed a reasonable payback, which opens for integration of strategic automation technologies (payback times > 5 years).