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A Post Covid-19 Outlook: The Future of Pharma Operations

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ABSTRACT

Over the next 20 years, we expect forces from both inside and outside the sector will transform pharma business models, requiring present participants to assess shifting markets and choose how they will compete. Quick decision-making, effective meetings, and open, succinct, and regular communication are all important. In today's world, having the freedom to plan your day, working from home, and having informal and honest team relationships are all required. The purpose of this research is to evaluate Covid's impact on pharmaceutical industry operations and how it shapes pharmaceutical companies' business models. The data was gathered via online content analysis or online textual analysis. The COVID-19 pandemic will definitely have a considerable impact on the pharmaceutical industry's long-term operations. COVID-19 will be mitigated in part by technological advancements and their increasing incorporation into operations. Using big data, machine learning, and AI to improve operational efficiency is critical, and it necessitates new skill sets as well as a culture shift.

KEYWORDS:Covid 19, Strategic planning, Pharma Operations, Positive Impacts

INTRODUCTION

COVID-19 has been unpleasant and disruptive for the global community, but the primary fallout has been a shift in our social norms and corporate practices. As a result, it may not be too far-fetched to predict that this outbreak will fundamentally alter the world as we knew it before the virus arrived. The pharmaceutical sector has never been in the limelight in such a combined, simultaneous, worldwide capacity before. The Corona Virus has posed a whole new set of problems. Pandemics, like other humanitarian emergencies, bring a lot of uncertainty and change. The COVID-19 epidemic has forced companies to consider in new and innovative ways. Operational leaders in the pharmaceutical sector have a history of being hesitant to adapt to changing circumstances. Moving pharma forward: The agile need for commercial operations, Thomas Nacher and AbhishekTrigunait, August 20, 2020. However, many in the industry were extremely responsive during the COVID-19 pandemic. Industry operations leaders have banded together to facilitate the cross-border supply of critical medications, manage labor safety, and deal with increasing government limitations, all while preparing for new vaccines and therapies. Most businesses have established crisis-response command centers to effectively manage and restore stability to an otherwise volatile situation. Only a crisis, genuine or imagined, can bring about meaningful change." We are presently in the condition described by Nobel Laureate economist Milton Friedman, in which necessity and urgency can make the previously inconceivable attainable. August 20, 2020, Thomas Nacher and AbhishekTrigunait Moving pharma forward: The need for commercial operations to be nimble.

The urgency created by COVID-19 has also created an opportunity for the pharmaceutical commercial operations model: Pharmaceutical companies recognize that they must change their commercial model in order to adapt to the trauma of the healthcare landscape, but they are also finally in a position to implement long-awaited operations and technology reforms. Moving pharma forward: The agile need for commercial operations, Thomas Nacher and AbhishekTrigunait, August 20, 2020.

REVIEW OF LITERATURE

COVID-19 wreaked havoc on the healthcare industry, highlighting the long-standing need to make operations more local, adaptable, and nimble. Pharma companies have had to constantly monitor local ecosystems affected by the virus and alter their deployment and planned actions in an uncertain and evolving crisis scenario. Operational excellence pharma operations preparing for recovery, PSPE, 2020-2021.

Companies can begin taking stock of what lies ahead now that these efforts have been created. Companies are also turning their attention to recovery and the path to the next normal, given the seemingly overnight shifts in reaction to the current crisis. This will almost certainly result in significant changes in pharma operations. While many of these changes will be driven by individual enterprises, others will be industry-wide, and external factors, such as government engagement, will also have an impact on the post-COVID-19 recovery. Operational excellence pharma operations preparing for recovery, PSPE, 2020-2021.

Given the numerous changes that are anticipated to occur, pharmaceutical operations directors have a lot to think about post-covid. The following questions can assist you in planning for the coming years:
• What are your thoughts on risk mitigation, and what are the important decisions you'll have to make in order to carry out your risk strategy?
• Is your company thinking about modifying its collaboration approach (for example, with contract manufacturing companies) or going it alone?
• How well-diversified is your network when it comes to balancing landing costs and risk? What are your thoughts on the locations of specific supply points (for example, India and the United States)? Pharma Operations: Katie Kelleher, Parag Patel, and Ulf Schrader, May 12, 2020. The road to recovery and resumption of normalcy, McKinsey & Company is a consulting firm.
•As the industry moves toward greater openness, the cost curve will most certainly flatten. In this case, what adjustments do you need to make in your operations organization to promote transparency and agility?
• How will your organization modify its operating model as the proliferation of digital technologies, telehealth, and app-based ecosystems makes patient-level data available, and who will be the driver of change?
• How will you budget for the extra cost buckets resulting from COVID-19, and what will the scale of this impact be, both in terms of operational expenses and capital requirements?
• What is your people strategy as you prepare to return to work? What are the critical capabilities you need to start developing right now, as well as the talent you need to start hiring right away?
• What role do you think the government will play in future supply and inventory requirements, and what consequences does this have for your supply-chain and manufacturing strategy? McKinsey & Company, Pharma Operations: The Path to Recovery and the Next Normal, Katie Kelleher, Parag Patel, and Ulf Schrader, May 12, 2020.

The post-covid rebound heralds the start of a larger challenge, not the end of the crisis. One of the most difficult aspects of the Covid-19 problem is that there is no end date when it is over. In most locations, it isn't over yet, and the aftermath can be more longer and more difficult than the initial chaos. A crisis frequently reorganizes a team's informal hierarchy, both because of changes in what's urgent and who's important, as well as the emergence of new heroes and the formation of new ties. While the official structure may remain the same, the informal structure has been upset beneath the surface and requires realignment or rethinking. Wedellsborg, Merete Wedell, August 11, 2020 Harvard Business Review, in preparation for the post-covid recovery.

Communications will be more important than ever in 2021 for businesses. In organizations, hierarchical structures will give way to "flatter" models. These flatter organizational hierarchies would promote information flow without perpetuating outdated models that only serviced upper management while alienating and disenfranchising entire departments within some firms – including frontline workers, who make up 80% of the global workforce. Trends in Operations Management, BEEKEEPER, Alexandra Zamolo and Jessica Ruane, April-May 2021.

The COVID-19 pandemic has wreaked havoc on the worldwide economy throughout 2020. The pharmaceutical industry, in particular, has had to quickly react to the impact on its operations and the ensuing global shortages of active pharmaceutical ingredients (APIs) in order to resume normal operations as quickly as possible. However, the global epidemic has exposed the pharmaceutical supply chain's vulnerability. 01.27.21, Covid – 19 Impact report, Tim Wright, Editor, Contract Pharma.

STATEMENT OF THE PROBLEM

The aim of the paper is to assess the impact of covid on operations of pharmaceutical industriesand to what extent it shapes the business model of pharmaceutical companies. The results should reveal the recovery strategies in the new normal era.

OBJECTIVES OF THE STUDY

- To illustrate operations management designs, which provide the pharmaceutical industry with a knowledge base to promote the use of *best practices* and *operational excellence* post covid.
- To review operational priorities for Pharma Companies in the wake of covid

RESEARCH METHODOLOGY

- Online research method (ORM) was used to collect data via the internet
- Online content analysis or online textual analysis was used to collect, describe and make inferences about online material through systematic coding and interpretation.

RESULTS AND DISCUSSION

Pharmaceutical firms are responding to the quick difficulties posed by supply chain disruptions and the need to adapt business procedures in these unprecedented times. There's also the possibility of short- and long-term negative effects on R&D and production, as well as delays on projects/programs that aren't tied to the core supply chain/data management operations. Pharma businesses must respond, recover, and survive while the entire impact of the worldwide epidemic is yet unknown. 2020, Covid- 19 response for Pharma Companies, Deloitte.com.

The Pharmaceutical Industry Manufacturing Operations must learn to avoid such transmissions and spreads based on recognized transmissions and spreading paths. Personnel must be protected in pharmaceutical and healthcare operations. July 27, 2020, RanjitBarshikar The pharmaceutical industry's impact and new normal (Part I)

As a result, as part of Good Manufacturing Practices, the pharmaceutical industry takes great care to avoid cross contamination (GMP). However, in light of the virus's seriousness, the pharmaceutical industry must now take safeguards to prevent transmission. In order to apply the New Normal in manufacturing operations, training will be crucial. July 27, 2020, RanjitBarshikar The pharmaceutical industry's impact and new normal (Part I)

The COVID-19 epidemic has accelerated the introduction of flexible working arrangements, leading the industry into an unprecedented change toward remote work, from greater productivity levels to improved flexibility.

It did, however, come with its own set of difficulties. After all, remote working alters the workplace dynamic, making certain work-related activities more difficult to manage. On the 17th of August, 2020, I will be writing a column for the PM column. Project management's prospects in the post-COVID-19 era

Recovery and the Next Normal: Company Perspective

As organizations review their supply-chain strategies and footprints to make them more flexible and robust to change, COVID-19 has intensified the focus on risk management. This includes the possibility of workforce disruptions as a result of changes in design and operational models, which will result in redistribution of talent and the development of new skill sets. More resilience will be achieved through reorganizing assets and supply networks. Despite the expected cost increases, the intensive focus on risk management across networks and supply chains will certainly continue in the aftermath of COVID-19. They may think about how much more capacity they'll need, as well as dual sourcing and geographic diversification.

Manufacturing and warehouse automation will also play a key role in the future, improving data availability and, more significantly, reducing reliance on human labor. Fully automated "lights down" facilities will also lessen the likelihood of future infectious illness interruptions. Some essential business procedures, such as auditing or product release, will be able to be done remotely using digital technologies, potentially reducing the risk of disruption while increasing efficiency. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

Agility will become a distinguishing aspect of a resilient strategy, particularly in product transfers and new material validation. Demand for new capabilities and talent may evolve as the future of work becomes more distant and distributed. Most industries, including pharmaceutical operations, will be focusing on reevaluating the future of labor. Traditional firms may face pressure as overall network expenses are scrutinized due to rising costs elsewhere, resulting in changes in design and operational models and a considerable shift of talent. Organizations will be able to be leaner, more flexible, and well-distributed as a result of this workforce agility.

As the workforce transitions from manual to more technical skills, new capabilities in operations will be required. Pharmaceutical operations organizations may have a higher demand for individuals that can program, operate, and interpret data from these new technologies as the usage of digital and analytics tools and automation grows. Along with continued strategic planning, this will necessitate considerable upskilling and capability-building measures. Mckinsey, 12 May 2020, Mckinsey, 12 May 2020, Mckinsey, 12 May The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

Recovery and the Next Normal: Implications for The Industry

The changes will most certainly be more broad at the industry level, with a greater emphasis on network optimization, patient-centricity, and new capacity and efficiency expectations. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

The overall cost and risk of new networks will be balanced. The industry has recently concentrated on total landing costs in network optimization, but the new optimal state will pay more attention to balancing cost and risk. This will result in significant changes in the industry's footprint. Because supply centers are located distant from demand, there has always been an underlying sense of anxiety in the sector. The COVID-19 situation has further added to this anxiety, forcing corporations to contemplate relocating some last-mile production capacity closer to end markets.

Companies should also consider reevaluating today's global supply centers, with a particular focus on higher-risk areas. Companies may also explore adding surplus capacity to their global network to provide flexibility, expanding the scope of dual sourcing, diversifying their partner portfolios, and/or using near-shoring or local-for-local methods to further limit risk. This transition may result in increased capacity and investment across the sector in specific areas or product types.

The following operational difficulties will almost certainly take on new significance:

1. Shortages in product supply

It's now more important than ever to focus on supplier risk assessment and supply chain planning. Companies must consider not just which components are single-sourced and which suppliers have a bad track record, but also the logistics of shipment and any trade obstacles that may prevent export from a country. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operationsThis necessitates a thorough examination of supplier risk throughout the whole supply chain. Regulatory agencies are aware of medicine shortages and will collaborate with manufacturers to make the registration and approval of alternative sources easier.It is necessary to review the supply chain from beginning to end in order to identify suppliers/locations that are at risk and to work carefully to discover alternatives.

2. Supplier Control

A shift toward a more proactive, data-driven approach to supply chain risk management is a welcome move. There will always be situations that necessitate an on-site audit, but COVID-19 shows that supplier supervision can be done remotely if the correct questions are asked and the relationship with the supplier is established on transparency. Make the switch to a data-driven supplier oversight methodology that ensures GMP and regulatory compliance. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

3. Personnel Repercussions

There is no rest for front-line managers who are in charge of unit operations when individuals are concerned about their own well-being and that of their families. They're dealing with greater levels of absenteeism, virtual onboarding of new staff, and problem-solving to keep production schedules on track. Employee cross-training for new or expanded tasks becomes increasingly important.Key product quality decisions could be outsourced closer to the unit operation, resulting in efficiency gains. When a key subject matter expert (SME) is unavailable, however, employee knowledge gaps become more evident. Shortfalls in knowledge and skill should be tracked in order to inform training courses. Additional checkpoints or huddles will be required if someone has taken on a new and/or interim responsibility. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

4. Management of Triage

During a crisis, risk-based decision-making takes on new meaning. Risk is assigned to quality systems (deviations, change controls, and laboratory incident reports). The amount of time and effort needed to investigate and document findings is proportional to the level of patient safety concern. Two things will happen as a result of COVID-19: 1) resources will become scarcer, and 2) the number of issues and intensity of those difficulties will increase. As a result, businesses must prioritize and concentrate their efforts on the issues that will have the most impact on their bottom line. They must do so with a thorough knowledge of their products, procedures, and regulatory needs. Regulators are more likely to collaborate with businesses and provide appropriate regulatory relief, but the crisis does not exempt enterprises from regulatory or GMP duties.Deviations and other accidents should be addressed with as soon as possible, using risk management strategies to ensure that you and your team concentrate on the issues that pose the greatest danger to product quality and patient safety. Mckinsey& Company, 12 May 2020 The path to recovery and the new normal for pharmaceuticals, medical products, and pharmaceutical operations

IMPLICATIONS AND SUGGESTIONS

Overall, the COVID-19 situation has thrown the healthcare system for a loop.Higher profitability is linked to more robust processes. Pharma businesses must focus on achieving maximal operational skills to outperform their competitors in a digital environment.The focus on continuous improvement to boost efficiency and best-in-class management is a strategic priority that plays a major part in the company's growth strategy. In any firm, effective operational communication is a key driver of efficiency and production. Continuous visibility, purposeful reorientation, and sustained attention to detail are required. Business viability will be ensured in the future by optimizing procedures to adapt to the current crisis situation.Increasing the agility of operating models for countries and therapeutic areas to better handle demand shocks and accelerating productivity improvements to enable headroom to respond to pricing and access difficulties that big economic shocks could bring. Now is the moment to examine what is working effectively and what might be added to boost profitability in the future.

CONCLUSION

The COVID-19 pandemic will definitely have a considerable impact on the pharmaceutical industry's long-term operations. COVID-19 will be mitigated in part by technological advancements and their increasing incorporation into operations. Under COVID-19, businesses are adjusting to new ways of working. Identifying alternative suppliers, conducting supplier audits remotely, speeding pre approval manufacturing changes, and altering

teams and roles as needed are all examples of pharma operations adjustments. Regulatory bodies should also make changes to their activities, including everything from application screening to compliance oversight. It is necessary to assess these changes and determine which ones should be included into the operations. Short-term operational efficiency advantages from handling COVID-19 may translate into long-term efficiency gains for individual enterprises and the industry. The engines that enhance agility and transparency will be digital and analytics tools, as well as automation. To handle these risks, companies should reconsider their goals, risk tolerance, and overall network footprint.

It's never been easy to improve operations, and the rise of digital has brought new obstacles and opportunities. Using big data, machine learning, and AI to improve operational efficiency is critical, and it necessitates new skill sets as well as a culture shift.

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