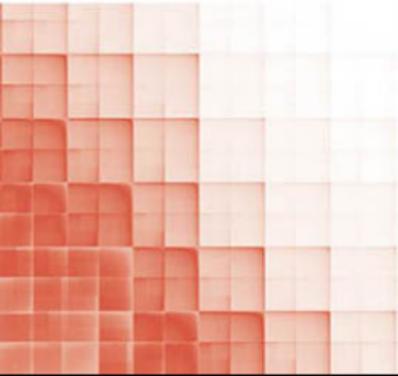


Supply Chain Strategy at Zophin Pharma

Arqum Mateen, Indian Institute of Management

PEARSON CASES IN SUPPLY CHAIN MANAGEMENT AND ANALYTICS



The case is reprinted from The Supply Chain Management
Casebook by Chuck Munson

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with Arqum Mateen

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Supply Chain Strategy at Zophin Pharma

Arqum Mateen[†]

Introduction

Zophin Pharma is a major player in the global generic drugs market with manufacturing facilities located primarily in India. Its biggest production facility is located in the state of Himachal Pradesh, India. Although the firm has become fairly successful in the global market, it has yet to really make a mark for itself in the domestic Indian market. Zophin has been trying to overhaul its operations so as to increase its profitability and market share in the national market.

After extensive deliberations among the senior executives of the firm, the company decided to hire external consultants to improve its performance. Navin Joseph along with his support team, who worked at the Delhi office of a major global consulting firm, started to closely work with company representatives from different hierarchy levels in the operations department. Navin and his team were experts in operations improvement tools and techniques, and they had successfully undertaken similar projects at other companies.

The Meeting

The first meeting between the external team and senior operations executives at Zophin was led by the President of Operations, Kishen Singh. During the discussions Joseph asked, “Who is your customer?”

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