

Distribution Footprint Optimization For a Manufacturing Company

ABOUT THE CLIENT

Indian pharmaceutical company with a field force of over 700 representatives and more than 200 sales leaders, organized across 440+ territories, 21 regions, and 9 zones. Manages skincare, cosmeceutical, pharmaceutical, and cardio-diabetes portfolios, serving over 90,000 healthcare professionals across the country

BUSINESS OBJECTIVE

Requirement to develop a robust decision-making framework that clearly maps the current CFA cost-revenue structure, balances competing business constraints, and quantifies the financial impact of alternative network footprint options

BUSINESS CHALLENGE

- Inconsistent freight rates observed for identical routes and the same CFA locations.
- Service levels to stockists were adversely impacted by large, highly concentrated CFAs.
- Deliveries to CFAs were not optimized for freight costs and lead times.
- Delivery quantities and schedules were often misaligned due to CFA preferences for revenue allocation rather than the client's operational priorities.



BUSINESS IMPACT AND VALUE CREATION

- Expanded the distribution footprint by adding CFAs and sourcing locations closer to selected CFA locations.
- Revised freight rates and commercial terms for specific CFA locations to improve cost efficiency.
- Streamlined the CFA onboarding process and established a structured framework for performance evaluation and service-level measurement.
- Introduced super stockists in select locations to enable faster deliveries and improve service responsiveness.

ABOUT US

Valueonshore (“VOS”) Advisors is a global business advisory firm of Big 4 alumni and industry leaders, supporting financial executives on complex, high-impact matters across accounting, M&A, risk, and managed services. Founded in 2009, the firm has grown to ~400 professionals across the **U.S.**, **India**, and the **UAE**, serving mid-cap and high-growth companies as a trusted partner in navigating complexity and driving value.

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