CASE STUDY

Distribution Network Optimization for MedTech Company

ABOUT THE CLIENT

The client is a private equity-backed global medical devices company with three manufacturing facilities located across the southern states of India. The company markets a broad portfolio of 81 medical device and consumable product SKUs, including wound closure and minimally invasive products. Its distribution network comprises 19 CFAs operating across 18 states, supported by the manufacturing facilities

BUSINESS CHALLENGE

- The client, operating multiple manufacturing facilities across South India, sought to optimize its distribution network to reduce the cost-to-serve and align with evolving go-to-market (GTM) strategies.
- The engagement involved designing an agile distribution optimization tool to evaluate and identify the optimal warehouse locations, transportation modes, and supply channels while ensuring effective channel governance and control.

OUR APPROACH

AS-IS Mapping: Conducted AS-IS process mapping through stakeholder discussions, questionnaires, and historical logistics data analysis. Performed data validation and aligned with process owners to ensure completeness and accuracy.

Distribution Scenario Design: Developed and evaluated multiple distribution network scenarios covering factory-to-DC, inter-DC, and DC-to-customer flows using a parameter-driven optimization tool incorporating demand, service levels, and logistics constraints.

Tool Validation & Robustness: Validated and calibrated the distribution tool through scenario testing, GTM input assessment, output verification against actual data, enhancement of key logistics metrics, and formal stakeholder sign-off.

BUSINESS IMPACT AND VALUE CREATION

- Distribution tool that supported decision making by evaluating cost to serve and impact on service
- Illustration of existing and potential future network design.
- Scenario generation and evaluation based on user defined parameters and interdependent variables.
- Center of gravity analysis based on volume and distance from point of distribution.
- Potential to build on existing tool and scale to meet business complexities

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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