

Proofreading corrections made to:

http://www.samedanltd.com/magazine/15/issue/152/article/2925 "Trend Setter"

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>> PUBLICATIONS

Pharmaceutical Manufacturing and Packing Sourcer

Trend Setter

According to a newly published report, the global pharmaceutical contract manufacturing market is expected to reach \$40.7 billion by 2015 (1). Key factors fuelling this growth include the continued drive to cut costs, the outsourcing by pharma companies of what is considered non-core activities as well as the rise in the large number of speciality pharma and biotech companies that possess no internal manufacturing capabilities.

For pharma companies big or small, outsourcing can be a valuable option in reducing risk. Outsourcing can provide an opportunity to lower scaleup and manufacturing costs, increase flexibility in terms of manufacturing capacity and eliminate capital costs associated with the launch of, and continued market demand for product. Looking at the current industry situation, we can identify five key trends that will shape the contract manufacturing market over the next five years.

1. A move towards longer and more established strategic relationships between contract manufacturing organisations (CMOs) and pharma companies

Pharmaceutical contract manufacturing is continuing to emerge as a strategic option for pharmaceutical companies of all sizes, from very large corporations to smaller speciality pharma companies. But what are the current trends within this growing market? In the past, outsourcing has been undertaken on a project by project basis to manage gaps in pharma companies' capacity. Usually price per unit has hmark for winning a project To date, contracts and relationships have been predominately tactical. However, as manufacturing processes become more complex and regulatory requirements more onerous, pharma companies are finding that developing longer term strategic arrangements are indeed more beneficial. What this means is that as pharma companies engage with fewer partners, these providers need to be able to deliver a full service offering to compete for business. This in turn is likely to result in consolidation in what is now a highly fragmented business (even the largest CMOs are still small in the context of the total pharma manufacturing capacity demand, with those that can offer a wide range of specialist capabilities likely to grow and begin to dominate

<u>Poor wording but not irrefutably incorrect</u>: □ Incorrect: □

- Units: There is no indication as to whether this figure represents capital value, total billings, revenue or profit even if the reader does assume that the currency is United States Dollars.
- There is no need for the passive voice here, and its implication of generality might be incorrect. Better would be "...by pharma companies of what they consider to be non-core..." or "...by pharma companies of what they have considered to be non-core...".
- Better would be "...well as an increase in the already large number of..." because numbers increase while levels rise.
- As it is already only an "option", use "is" rather than "can be". Stronger is better.
- Write instead "...option that reduces risk." or "...option available for the reduction of risk."
- Two errors. "...and the continued market demand for, a product." is correct.
- Be strong: "...we have identified five key...".
- "...continuing to emerge as a strategic option..." is too weak; are all four moderating terms really necessary? You could consider "Pharmaceutical contract manufacturing is now available for all sizes of pharmaceutical companies...".
- "Pharmaceutical contract manufacturing" and "Contract pharmaceutical manufacturing" do have the same meaning as each other. In both cases, the prior words modify later words and earlier words are more vague (think of "The young secretary Ms Jones" instead of "The secretary young Ms Jones" with no comma inserted). Possibly, the fundamental entity here is "pharmaceutical manufacturing" of the contract type; hence: Contract pharmaceutical manufacturing.
- Use either "In the past...was..." or "Recently...has been..".
- Instead write "...companies' capacities." because "companies' capacity" represents one single capacity for all pharma companies.
- No space after the full stop.
- Better would be "...been the critical factor leading to the winning of a project." A "benchmark" is a permanent, predetermined level or standard.
- No space after the full stop.
- No space after the full stop; this problem continues throughout the remainder of the document.
- "...developing longer-term strategic arrangements is indeed...".
- "...means is that, as pharma...".
- Better is "...a full service-offering to compete...", avoiding the phrase "offering to compete".
- The parentheses are incorrect because this is not a parenthetical phrase.
- A direct comparison is being made here, hence: "...are still small in comparison to the total pharma...".

poor wording, grammer correct
incorrect

"Global economic uncertainty, currency fluctuations and other market forces will encourage increasing levels of mergers and acquisitions on a global basis. This consolidation of outsourcing providers will drive higher value services and continue to put pressure on other players to be more strategic in their offerings", said IAOP Chairman Michael Corbett in 2010 (2). The model whereby local pharma entities source CMOs to manage their capacity peaks is not sustainable and has, according to a number of commentators, caused many of the GMP compliance issues that have a direct impact on the pharma sponsor's business (3).

Large pharma is becoming increasingly open to outsourcing more of its drug development and manufacturing work to CMOs in order to improve efficiencies, cut costs and scale to production demands. For a pharma company to achieve the greatest benefits, it must reinvent this relationship through persistent discussions with its preferred partners on planning, common objectives and the responsibility of operating more effectively against key metrics. These large companies, like their biotech counterparts, are looking first and foremost for quality and on-time delivery of product from their CMO partners. Once a pharmaceutical company can view its CMO(s) as an extension of its own organisation, it can include them in strategic decisionmaking processes and facilitate data transparency as partners.

- Too weak. Consider either "...will encourage mergers and acquisitions..." or "...increase the number of mergers and acquisitions...".
- It is not the model but the reality that is relevant here. Consider: "Local pharma companies' sourcing of CMOs to manage these companies' capacity peaks is an unsustainable practice which has,...".
- "...issues that have had direct impacts on the ...".
- Either "... the sponsoring pharma companies' businesses." or "...the pharma companies' sponsors' businesses.", depending on what "sponsor" means in this context.
- Excessively weak; try something like "Large pharma is outsourcing more of its..." or "Large pharma is looking to increase its outsourcing of ...". A separate issue is whether it should be "Large pharma are...".
- Maybe either "reinvigorate", "develop" or "reconfigure".
- "these relationships...".
- "...the responsibility for operating more effectively in terms of key metrics."
- "first and foremost" is an adverbial phrase that indicates a single object. Consider "...are primarily looking for quality and on-time..." and "...are fundamentally focused on quality and on-time...".
- decision making".



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