

LUPIN LTD

Lupin is an innovation-led transnational pharmaceutical company headquartered in Mumbai, India. The Company develops and commercializes a wide range of branded and generic formulations, biotechnology products, and APIs in over 100 markets in the U.S., India, South Africa, and across the Asia Pacific (APAC), Latin America (LATAM), Europe, and Middle-East regions. The Company enjoys a leadership position in the cardiovascular, anti-diabetic, and respiratory segments and has a significant presence in the anti-infective, gastro-intestinal (GI), central nervous system (CNS), and women's health areas.

■ In your opinion how important is having Advanced and competitive manufacturing facilities for business growth?

► Our position as a fully integrated pharmaceutical company is built on the backbone of world-class manufacturing facilities, leading-edge research and technology, Integrated Intermediate/API and Formulation operations, high cost efficiency, global scale operations and a globally nimble supply chain. These building blocks help us meet the most pressing demands in healthcare.

Manufacturing high-quality medicines for the world: Our manufacturing facilities continue to be our greatest assets. Our manufacturing philosophy is strategic yet simple: we drive continuous improvement and innovation to manufacture affordable and high-quality drugs, enhancing healthcare in over 100 countries, while ensuring the safety and health of our employees. With a global footprint of 15 manufacturing sites spread across India, the United States, Brazil, and Mexico, our manufacturing operations are at the core of our business, helping us realize our purpose to be an innovation-led, pharmaceutical major.

Keen eye on cost optimization and competency index of manufacturing: Cost reduction in the generic industry is imperative given the constant price erosion. In today's constantly evolving pharma industry landscape, our focus continues towards strengthening our manufacturing competencies to improve efficiency and productivity while adhering to the highest standards of quality. This enables us to continue delivering affordable and superior quality products worldwide. In addition, strategic investments to increase automation has reduced incidences of defects and helped us maintain a competitive edge in manufacturing.

Digital embedded in manufacturing: Organizations can leverage digital tools to increase productivity and lower costs across the entire value chain. It is imperative to ideate and implement an elaborate digital road map straddling manufacturing, quality, supply chain, and R&D as



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this will help in developing new value propositions to boost effectiveness and efficiency across the organization. Digital innovation and technologies need to be embraced for the development of deeper channel partners and customer insights. This can usher in an era of continuous monitoring of returns from both capital and revenue expenditure. Organizations must also strive for excellence in the areas of Risk Management, Safety, and Sustainability at their manufacturing sites.

■ What advice do you have for your industry peers in building a Leadership Team that is receptive to change in operational environments?

► **People are at the heart of our purpose:** People are central to an organization's growth and success. People policies, processes, systems, and technology should be benchmarked with the best across industries to provide employees with an inclusive and diverse working environment. All of this contributes toward delivering a superior employee experience. Through such efforts, organizations can strive to attract, nurture, and retain talent, which in turn contributes toward creating value for their stakeholders.

Programs such as ADAPT, Inspire, Quality First, Six Sigma, Elite and Ignite conducted at our manufacturing and research sites ensure that we are aligned with and implementing the current best practices in manufacturing

operations. In addition, programs like the Lupin Senior Leadership Development Program aim to enhance the managerial capabilities for mid-level managers through psychometric assessments and profiling tools and Action Learning Projects, among others.

COVID-19 has dramatically changed the way we work and reset priorities for almost all employees. Organizations and managers must both be willing to adapt to changing times to ensure employee satisfaction and in turn employee productivity. Across markets, the workforce has also become multigenerational. Effective multigenerational management must be engraved into the firm's culture and policies.

■ What impact do third-party evaluations such as the one conducted by IRIM have on the evolution of your organization and business growth?

There are multiple dimensions to define a company's stature in a competitive manufacturing environment. Operational effectiveness is at the top of the priority list. The Manufacturing Competitiveness Index (MCI) is a scale to define a company's ability to leverage manufacturing toward better market performance. This rating is achieved through a structured assessment of the manufacturing facility.

We strive for excellence in our manufacturing operations and we deploy the highest standards of Risk Management, Safety, and Sustainability at our sites. Certifications received after an independent and rigorous audit by an external third party are a validation of our efforts. We are very humbled to be receiving this award. ■

