Assessing feasibility of integrating a licensed product into our supply chain

The single most important action: pull in the impacted teams before the deal closes.

THE OPERATING MODEL | THREE FLOWS CROSSING A BOUNDARY THE SYSTEMS HAD NEVER SEEN

OUR ORGANIZATION Markets, owns the customer, takes the order	HANDOFF No system for it	LICENSING PARTNER Manufactures, fulfills, invoices
PHYSICAL FLOWS Order-to-cash process, fulfillment, returns handling	GAP ►	Legacy order-to-cash had no mechanism for the transaction type at all
FINANCIAL FLOWS Licensing fees, royalties, invoicing, pricing structures	◄ GAP	Fees flowing back under the terms of the agreement
INFORMATION FLOWS Order visibility, product data, customer records, reporting	◄ GAP ►	Data owned on both sides, reconciled by hand
EVERY GAP DOCUMENTED		Every system and process assumed the company owned every product it sold.

01 PRE-SIGNING ASSESSMENT

Five departments in the room while negotiations were still underway.

17 PEOPLE · 5 DEPTS · 50+ HOURS

02 LAUNCH

Partnership launched on schedule. Customers saw nothing but a smooth experience.

ON TIME

03 ENTERPRISE ADOPTION

Gaps submitted to the ERP redesign team and written into the new system requirements.

OUTCOME | A temporary workaround became the permanent enterprise standard. ERP gaps resolved at system level.

A life sciences company signed a licensing and distribution agreement with a medical biologics supplier. The company would market the products, manage customer relationships, and handle orders, while the supplier manufactured, fulfilled, and invoiced, with licensing fees flowing back under the terms of the agreement.

This operating model had never existed inside the organization. Simple on paper, it forced operators at each stage to work outside established process.

One decision determined the outcome. The feasibility assessment started before the agreement was signed. Teams from customer service, finance, IT, operations, and product management mapped the problems and resolved the major disagreements before the official kickoff.

The first solutions were not elegant, but they filled the gaps and were documented clearly enough that any team member could run them. By the time the paperwork was finalized, the hard arguments had already been had.

RESULTS

01 A first-of-its-kind licensing and distribution operating model, launched on schedule with no customer disruption.

02 Starting before signature saved weeks of post-launch delay across five departments.

03 The integration process was formally adopted as the company standard for future BD deals.