

# Pharma & Life Sciences Practice

Business Transformation

December 2025

# YCP India Overview



## Business Overview

YCP provides a broad range of Management Services and Functional Solutions which help our clients grow, scale, and transform their businesses. The key differentiators for the group are 1) Cross-Border market activation through our global network, 2) our focus on partnership-based strategy-execution support, and 3) M&A expertise

Management  
Services

Strategy  
Development

Business  
Transformation

Mergers and  
Acquisitions

Functional  
Solutions

Digital

Supply  
Chain

Interactive  
Services

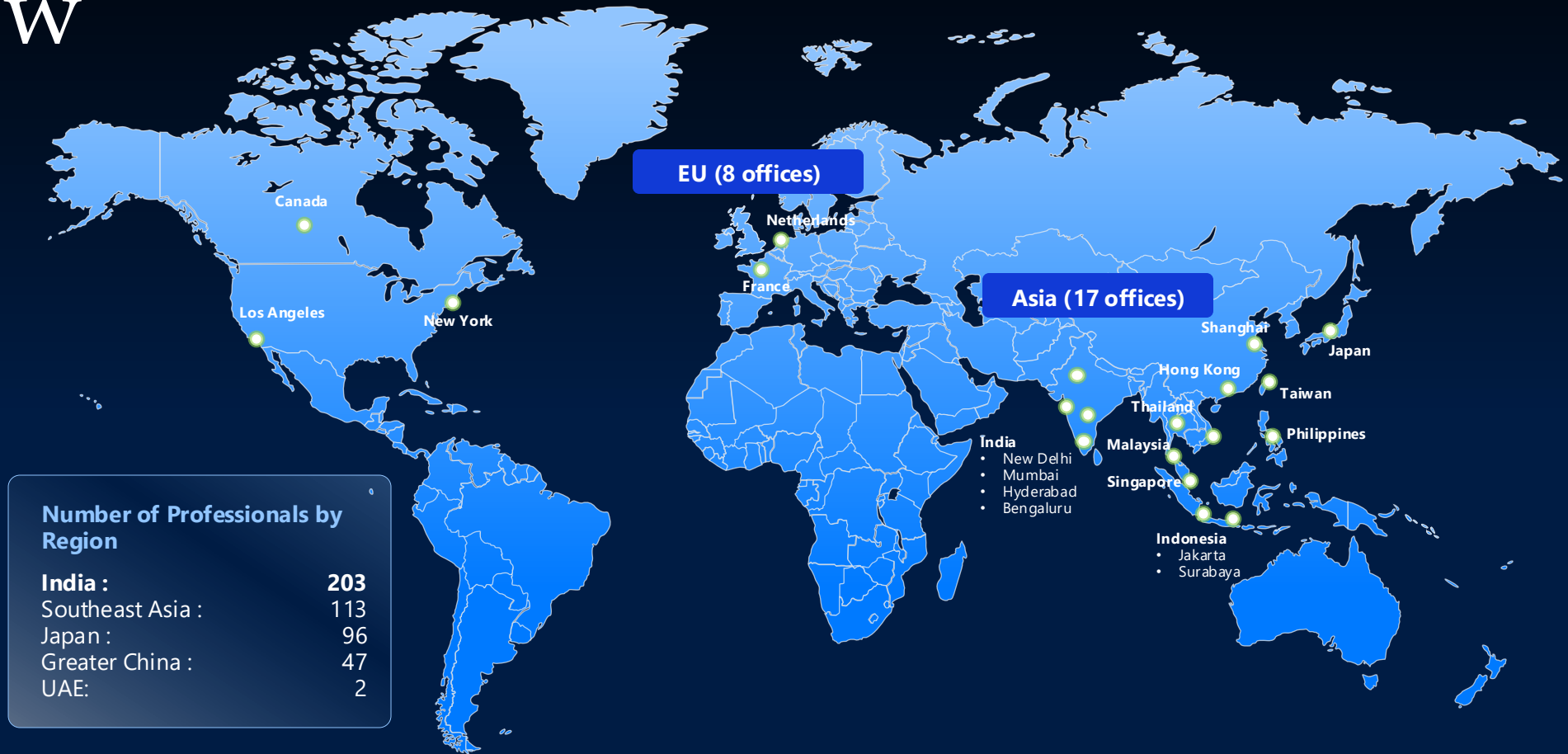
Sustainability

YCP Group, listed on the Tokyo Stock Exchange, also has Principal Investments in small and medium-sized companies in Japan

# YCP India Overview

## Global Locations

YCP has ~500 professionals globally including 50+ Partners across several offices with a focus on Asia. The organization has scaled operations through strategic M&A in specific markets including acquisition of **Auctus Advisors, now known as YCP India.**



Number of Professionals by Region	
India :	203
Southeast Asia :	113
Japan :	96
Greater China :	47
UAE:	2



YCP is also a member of Nextcontinent, providing us a globally expansive network with over 3,000 consultants collaborating

# How Will You Navigate The Challenges in Today's Life Sciences Landscape?

As R&D cycles lengthen and market dynamics evolve, Life Sciences companies must balance compliance, innovation, and operational excellence to sustain competitiveness and unlock future growth

- How can we accelerate R&D productivity while managing costs & complexity?
- What levers can enhance manufacturing efficiency and reduce cycle times?
- How can digital transformation bridge operational and compliance gaps?
- Are our supply chain and procurement models optimized for agility?
- How do we sustain profitability while scaling into new markets, modalities and partnership models?
- What metrics truly measure performance and success in an era of innovation-driven competition?



# We use a robust framework to enable organization performance turnaround...

## Shareholder Value Creation Levers

### Revenue Growth

New Geographies / Modalities / Services

Sales Excellence

Inorganic Growth



### Efficiency - ROCE

Capacity Utilization and  
Production efficiency

Manpower productivity

Inventory Management

Quality Management



### Profitability

Procurement costs

Manpower costs



## Enablers

CAPEX Allocation

Technology

Integrated Business Planning and  
Management Systems

# ...and have supported high-growth Indian Pharma / CRDMO players through focused transformation programs

## Drug Discovery / CRO



Chemist / Biologist productivity enhancement through process transformation

End-to-end project management tools / workflows to drive efficiency, enable deeper analytics, etc.

## Manufacturing and Supply Chain / CDMO



Enhance key shop-floor metrics like asset utilization, engineering efficiency, batch cycle/efficiency, etc.

Optimize manufacturing financials through **material cost optimization**

## Commercialization



Activating new markets by defining GTM, identifying partners, site selection, business case development, etc.

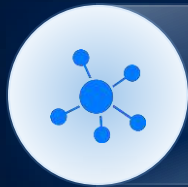
**Revenue acceleration** for in-licensing or outsourcing deals

## Enterprise Systems and Services

End-to-end **digital transformation** to drive efficiency, enable deeper analytics, etc.

**CAPEX program management** to ensure on cost, on-time and on-quality execution

# YCP India's value proposition in driving business and operations transformation



Transformation  
Expertise

We are renowned for driving highly complex transformations by leveraging our market tested program management tools and frameworks. When we develop strategy, we keep a very strong lens on ability to execute, because in most cases we help our clients drive the execution



Best-in-class  
Talent

Our team members have prior experience at leading global consulting, IB and relevant industries. We hire from top-tier schools (IIMs, IITs, ISB, XLRI etc.) and are a regular Day 0 recruiter across campuses – same as our global competitors



Deep Domain  
Knowledge

Our knowledge stems from working with diverse clients, including fast-growth Pharma, CDMO and Health-tech players, enabling us to deliver tailored solutions. We use this expertise to hit the ground running and accelerate impact



Significant  
Impact through  
Collaboration

We drive meaningful value by enhancing the client's capacity, building upon their existing ideas, and adapting to their unique context. This has resulted in long-term associations, with many clients engaging with us for over 5 years



Accountability  
for the Business  
Outcomes

We function as a true partner of the client organization, taking a vested interest in the success of their business outcomes. Our compensation includes a relatively lower fixed fee, with additional upside linked to the client's business performance

**Industry-  
leading ROI  
for our  
clients,  
while  
ensuring  
Minimum  
Disruption**

To drive operations efficiency within manufacturing and drug discovery space, we have a set of proven tools that have yielded significant value to the client

### Key Transformation Levers

1

#### Sales and Operations Planning

OTIF, S&OP Review Time

2

#### Operational Efficiency

Batch Charging Efficiency, Batch Cycle Time

3

#### Manpower / Chemist Productivity

#experiments / chemist, #compounds / FTE/ month

4

#### Equipment Reliability

OEE, MTBF

5

#### Cost Optimization

RMC, Resell Revenue, Inventory Cost/Days

6

#### Strategic Capex Addition

On-time, On-cost, On-quality

7

#### Quality Systems

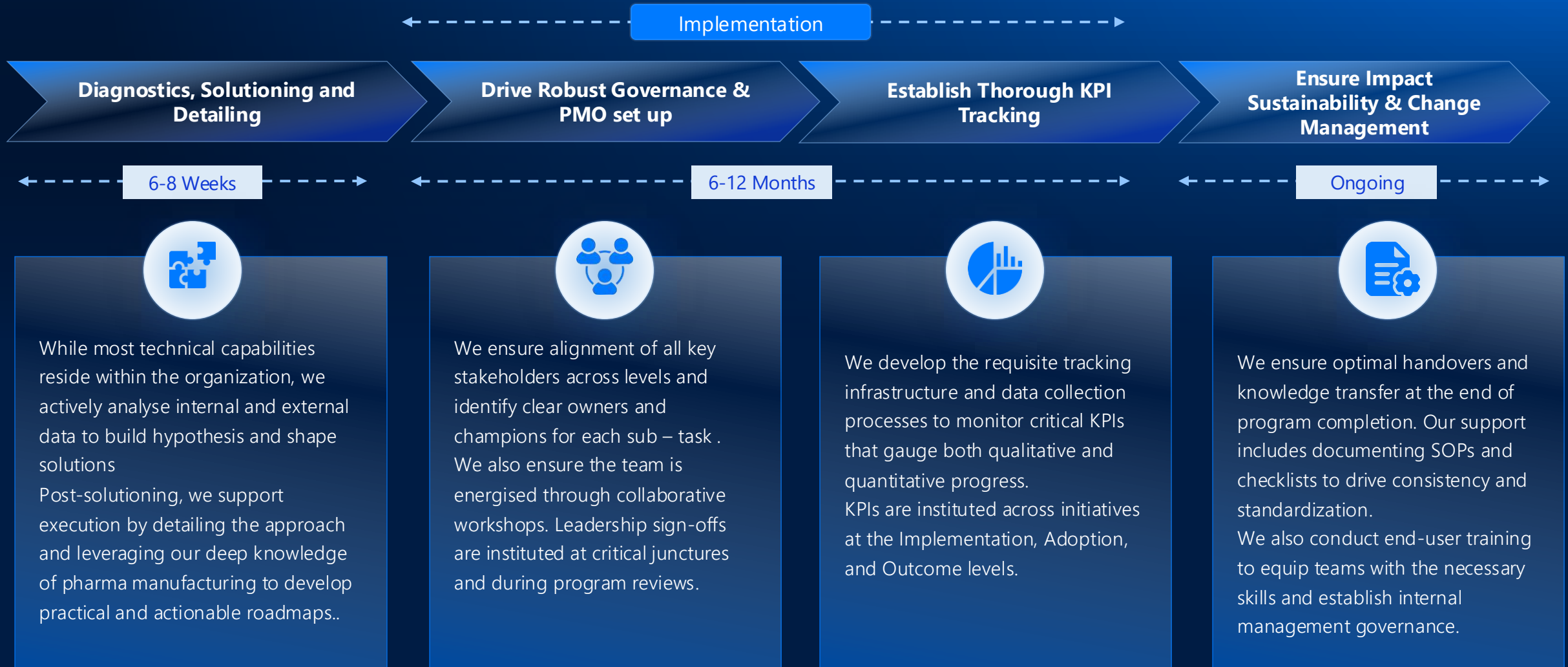
CAPA Effectiveness, Audit Observations

### Tools and Practices

- **Cross-functional 'Control Tower' to improve planning and execution governance through**
  - **T-minus tracking:** Timelines of key activities are tracked across the product campaign/milestone, until the delivery of the output, especially with a strong focus on upstream activities like R&D and raw material procurement.
  - **Enablement plan (1-12 months):** ensure readiness to execute batches or synthesis molecules, by creating awareness on prior campaign learnings and requirements with long lead times like raw material, process changes, equipment purchases, etc.
  - **Turbo-charged analytical support:** Identification of bottlenecks and delay drivers at the plant and synthetic chemistry labs, which impact on-time batch completion and compound delivery respectively
  - **Block and tackle:** Problem solving at the lab / shopfloor to in real-time to ensure the on-time synthesis / start of the batch, in alignment with all support functions.
  - **Robust governance:** Drive weekly / fortnightly / monthly reviews at the shopfloor / labs bottom-up, to achieve top-down BU leadership mandates
- **Automation / Digitization of workflows to improve data quality and visibility**
  - End-to end project management tools to streamline complex workflows and eliminate manual, repetitive tasks – improving overall productivity



# We partner across the full transformation lifecycle, from diagnostics to execution, to ensure sustainable business impact



# Our Clients



medical  
systems



MITSUI & CO.



Boehringer  
Ingelheim

# Our team brings together deep experience in Pharma & Life Sciences



**Abhisek Mukherjee,**

Managing Partner, Head of MSD India

Abhisek has ~20 years of experience with focus on Information Technology. Abhisek has supported multiple tech players, including health-tech in business transformation, organic and inorganic growth strategy formulation and execution.

Prior to YCP India, Abhisek worked with SDG and Accenture's Management Consulting.

**BITS Pilani | XLRI Jamshedpur**



**Aishvarya Agarwal,**  
Director

Aishvarya has 8+ years of experience across Pharma, CDMO and Health IT. He has supported clients across operational performance and productivity improvement, strategy development and M&A activities.

Prior to YCP India, Aishvarya was an investment banker with Axis Capital where he worked across multiple industries.

**IT Guwahati | IIM Lucknow**



**Vinit Kumar,**  
Manager

Vinit has 5+ years of experience across Pharma manufacturing and Health IT sectors. He has led multiple manufacturing & cost optimisation, shopfloor transformation programs across various client functions.

Prior to YCP India, Vinit was a software developer with Optum (United HealthGroup) where he worked for AI enabled healthcare assistant project for the hospital partners.

**NIT Jamshedpur | IIM Bangalore**



**Anurag Rathie,**  
Manager

Anurag has 10+ years of experience across Pharma and Private Equity. He has led initiatives focused on commercial strategy, operational excellence, profitability improvement, and data-driven value creation across small and large organizations.

Prior to YCP India, Anurag has worked as part of CEOs office at Solara, and with Biocon's Strategy vertical.

**Thapar University Patiala | IIM Calcutta**

# Select case studies within the Life Sciences space

## Business Transformation

1. YCP supported a fast-growing pharma firm reengineer its operating processes to improve manufacturing productivity
2. YCP supported a large Indian CRO through an operations excellence program with the twin objectives of improving productivity & reducing Award to Ship cycle times
3. Helped a healthcare-focused technology services company standardize their **commercial teams' account planning process** thereby enhancing leadership visibility and account growth

## Strategy Development

4. Engaged with a leading technology-led pharmaceutical services client, to lead the overall **growth agenda in the run-up to its IPO** including strategy definition and implementation roadmap for two business units
5. Developed strategic options for **market entry into the potentially large India Obesity market** in 2026 through a detailed analysis of the market including product types, consumer preferences, and potential competitive plays
6. Helped a global pharmaceutical player develop the strategic and regulatory roadmap to **enter APAC markets** by helping make strategic entry choices and a **bottom-up business plan**
7. Supported a global medical cold chain solutions provider in **assessment of Indian pharma cold chain market for potential entry**

## M&A

8. Helped a leading technology-led pharmaceutical services client perform **sector scans and DD of 3 potential acquisition targets** in its chosen high-growth segments

## DT

9. Supported a global Healthcare player in building a **personalized Digital Workplace** solution for its 90k+ employees

## Select case studies within the Life Sciences space

Strategy  
Development

1. YCP conducted a detailed **feasibility and financial study** to help the client secure **investment** and plan its **hospital expansion** in Myanmar.
2. Conducted a comprehensive **market study across three ASEAN countries** to help the client shape its **commercial strategy** and prepare for the **launch** of **new endoscope products**.

M&A

3. Supported a global pharmaceutical player in a market study for **entry** and **expansion** into **8 APAC countries**, in two phases across 4 years.
4. Guided the client through **regulatory analysis, target identification, and acquisition negotiations** to re-establish its medical device unit in Indonesia efficiently.

DT

5. Helped a U.S.-based mindfulness app expand into digital therapeutics by **identifying high-potential therapy areas** and creating a **commercialization roadmap**.