

Project Last Mile: Applying Coca-Cola's Expertise to Improve Delivery of Medicines

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Background

More than 2 billion people do not have reliable access to essential medicines. Expertise of industries outside of healthcare has been leveraged to address complex challenges, but little is known about factors that drive successful transfer of expertise across industries and sectors. Project Last Mile (PLM) is a unique public-private partnership that aims to transfer Coca-Cola's logistic, supply chain and marketing expertise to improve public health systems across Africa.

"If one can find a bottle of Coca-Cola anywhere in the world, why not life-saving medicines?"
- Melinda Gates

Transferring Core Business Expertise & Experience

Network Optimization: Designing better distribution routes to decrease transportation costs and increase order fill rate at the facility level

Outsourced Distribution: Building capacity to manage outsourced contracts to for more efficient and reliable delivery of medicines

Workforce Transformation: Sharing training and performance management approaches to improve effectiveness of supply chain staff

Strategic Marketing: Leveraging Coca-Cola's marketing techniques to enable evidence based planning and investment in marketing campaigns, and enhanced visibility of marketing campaign performance, with the goal of increasing patient demand for health services

Proactive Planning: Coaching and sharing planning tools for effective planning sessions to improve forecast accuracy, reduce stock-outs, and increase overall efficiency of supply chain processes

Lessons Learned

1. Proceed with a **flexible approach** to partnership design. It takes time and an entrepreneurial approach to discern how Coca-Cola's expertise can be used effectively.
2. Ensure adequate engagement from global and national development partners; acknowledge, adapt to, and **align with complex funding** environments.
3. Push to identify a **precise fit** between Coca-Cola expertise and public health sector needs, recognize need to adapt Coca-Cola approaches from private to public environments.
4. Engage **boundary spanners** to translate across industries and sectors.
5. Promote **close interactions** between local bottlers and public health staff.
6. Invest in local **management and implementation capacity**; accommodate competing demands of busy staff.

"With this new structure of demand and supply planning, we are able to understand which items would be out of stock over the next twelve months. Now I drive meetings and can easily advise the management."
-Demand Planner,
Medical Stores Department

Process Evaluation Methods

From 2011 to 2014, GHLI conducted, analyzed, and synthesized a series of **70 semi-structured qualitative interviews** with key informants in Tanzania and Ghana. Interviews were systematically coded and analyzed using the constant comparative method.

Improvements in Tanzania and Ghana

In Tanzania's Medical Stores Department (MSD), a network optimization exercise supported expansion of direct delivery from 130 to over 5,000 drop points. Staff from Coca-Cola Kwanza helped MSD evaluate options for outsourcing distribution shared approaches for planning and procurement. Using Coca-Cola's model, MSD introduced a new performance management system, *DRIVE*, to increase staff accountability. These improvements have led to an overall **shift in business culture** at MSD towards more proactive, client-oriented work.



In Ghana, Bottlers from the Equatorial Coca-Cola Bottling Company shared expertise in proactive maintenance for vaccine equipment, providing access to their processes, tools and staff to reduce breakdowns and ensure more reliable availability of parts. Using Coca-Cola's leading market research capacities, a market segmentation analysis identified perceptions and attitudes towards immunization; results can be used to create highly targeted messaging for immunization campaigns.



Coca-Cola Lead Cooler Technician, Maxwell Ayisi, and Ghana Health Service Refrigeration Technician, Livingstone Modey, repairing a dual gas/ electric vaccine refrigerator at a clinic in the Volta Region of Ghana.
Photo credit: The Coca-Cola Company

Partners

Ministries of Health and Public Sector Supply Chain Agencies



Global Environment & Technology Foundation
Working to Develop the Pathways and Provide Solutions

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Learn More

- Check out Yale's online case study of PLM in Tanzania at <http://nexus.som.yale.edu/ph-tanzania/?q=node/87>
- Read the 2015 PLM Report via Coca-Cola Journey at **LINK TBD**
- Attend Conference Panel #2 to hear Adrian Ristow from Coca-Cola discussing PLM