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**Home**  
**Resources**  
**Resource Center**



# Orchestrating Outcomes for External Manufacturing: Jeff Borden of Sandoz on How to Build Strategic Partnerships Between Brand Owners and CMOs – Part 1



### Key Topics:

- Defining supply chain digitalization for brand owners and CMOs.
- How automation and data storytelling improve decision-making
- Barriers to technology adoption and strategies for overcoming them.
- The role of leadership and collaboration in driving digital transformation.
- Building strong partnerships between brand owners and CMOs

How can supply chain digitalization deliver both immediate and long-term value? In this Orchestrating Outcomes interview, Jeff Borden, VP of North America Supply Chain at Sandoz, shares his unique insights into the complexities of supply chain digitalization from both a brand owner and a CMO perspective. Drawing on more than 26 years of broad supply chain experience, including roles with both brand owners and CMOs, Jeff tackles the barriers to digital transformation, from expertise gaps to resistance to change. He also highlights the challenges and opportunities of fostering strategic partnerships with external manufacturers, advocating for

long-term collaboration over transactional relationships.

Watch Part 1 now to learn what it takes to build form strategic partnerships between brand owners and CMOs. And don't forget to **watch Part 2 of our interview with Jeff Borden** to learn why supply chain digitalization projects fail and how to overcome those challenges.

### Video Highlights:

- **01:15** - Can you provide some background on your career in supply chain?
- **04:00** - What does supply chain digitalization mean to brand owners? What about CMOs?
- **06:35** - What are the main roadblocks to beginning a supply chain digitalization journey?
- **09:40** - What are the biggest challenges of working with CMOs versus internal supply sites?
- **12:05** - Why should CMOs embark on a digitalization journey with brand owners?
- **17:00** - Who should take the lead in supply chain digitalization efforts: brand owners or CMOs?

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