

From Conference Talk to White Paper

European Supply Chain Consultancy

A two-part white paper on digital supply chain twins, developed from a conference presentation for a consultancy specialising in pharmaceutical supply chain planning.

SCOPE OF ENGAGEMENT

White Paper Development · Structural Editing · Narrative Synthesis · Thought Leadership · Editorial Commentary

THE BRIEF

A Presentation That Needed to Become an Argument

A European supply chain consultancy had presented at an international pharmaceutical logistics conference on why companies that have invested in advanced planning systems still fall short, and how a digital supply chain twin closes the gap. The talk existed as a slide deck and the speakers' notes, with contributions from two presenters, a series of expert viewpoints, and a customer use case. The consultancy wanted it turned into a white paper that planning and supply chain leaders would read in full.

CLIENT	SOURCE	OUTPUT	AUDIENCE
European supply chain consultancy	Conference slides and speaker notes	Two-part white paper with commentary	Supply chain and planning leaders in pharma

THE CHALLENGE

The material had been built for a live audience. It was episodic, moving from slide to slide with no single thread, and several points recurred across sections. The point of view drifted: at times the narration seemed to come from the pharmaceutical client, at others from the consultancy. The second half was harder still, with more repetition, more angles, and a use case split across two sections. The paper had to stay faithful to the substance of the presentation while reading as one persuasive piece.

MY ROLE

I wrote the white paper in two parts. The first set out the limits of advanced planning systems and the areas where companies typically need to invest around them. The second made the case for the digital supply chain twin, built around a single customer use case. Each part came with editorial commentary explaining the structural decisions, what had been cut and why, and where the paper could be shortened further if the client wished.

THE CORE INSIGHT

The paper needed one argument and one voice. The consultancy became the consistent narrator throughout, and the paper showed its team, working with the technology, actively solving the problems it described. The separate expert viewpoints and the use case were folded into a single narrative thread, and the text was broken into short sections that a busy reader could move through quickly.

APPROACH

Structure First, Then Voice

The first part needed shaping; the second needed rebuilding. It took several trial structures before the right one emerged, and every cut was explained so the client could reverse it if they chose.

KEY DECISIONS

01 One narrator, one thread

I regularised the point of view so the consultancy was unmistakably the party responsible for the successful planning transformation, and synthesised the speakers' viewpoints and the use case into a single line of argument.

02 A single, specific use case

The use case had been split across two sections. I fused them into one worked example and made it more specific, which gave the paper's central claim more legitimacy, while taking care not to take liberties with the underlying thesis.

03 Cuts made openly

I removed repeated and overly detailed slide content, offered to reinstate anything the client considered essential, suggested repurposing an entertaining but distracting section as a separate content piece, and identified the most logical further cut if the paper needed to be shorter. I also flagged the one pharma-specific reference that would need changing if the argument was to be made more general.

04 A close that asks for action

The paper ended with a call to action, a short profile of the consultancy, and an account of why its capabilities mattered at that moment for companies partway through their planning journeys.

WHAT THE PAPER DELIVERED

01 An argument in place of a slide sequence

The presentation's material became a continuous case, readable without the deck or the speakers in the room.

02 A consistent voice of authority

The consultancy spoke throughout as the expert party, with its team shown doing the work.

03 Editorial choices the client could audit

Commentary on every structural decision and cut, with options to reinstate, shorten further, or repurpose material elsewhere.