

SCALING FOR GROWTH STRATEGIC AND STRUCTURAL CHALLENGES FOR CDMOs

In collaboration with Gryphon Citadel



In today's dynamic pharmaceutical landscape, contract development and manufacturing organizations (CDMOs) must navigate a complex interplay of scientific innovation, regulatory scrutiny, and market demands. At Adare Pharma Solutions, we recognize that success in this environment requires more than incremental improvement; it demands strategic transformation, operational clarity, and disciplined growth.

This article, developed by Gryphon Citadel, examines the challenges and opportunities that CDMOs encounter as they scale.

The Brief

Scaling without integration undermines growth. As CDMOs expand through acquisition, service diversification, or capacity buildouts, failure to unify systems, processes, and decision rights erodes efficiency, profitability, and trust.

Advanced technologies like 3D screen printing of pharmaceuticals are no longer experimental. Those who embrace innovative processes through digital infrastructure are moving beyond tactical execution into strategic partnership.

Leadership, not just capacity, will define the next generation of CDMOs. The industry is at a critical juncture, and the decisions made now will shape its future. Scaling requires rethinking the operating model, embracing enterprise orchestration, and fostering a culture grounded in consistency, transparency, and client trust.

CDMOs at an Inflection Point

The CDMO market is transforming. Sponsors, from lean biotechs to global pharmaceutical leaders, are outsourcing their manufacturing, formulation, regulatory operations, and clinical supply needs. As internal cost pressures rise and timelines compress, sponsors demand more technical sophistication, operational dependability, and integration from their external partners.

For CDMOs, this presents a generational opportunity. But the road is far from linear. Expansion brings structural complexity, regional regulatory nuances, and interdependent workflows. Many organizations find themselves stretched, growing in size but not in precision. Fragmented systems, siloed teams, and blurred accountability have become systemic bottlenecks.

"Integration isn't an initiative – it's a mindset. It's how we protect trust as we grow."

Tom Sellig, CEO
Adare Pharma Solutions

"Whether it's ERP modernization or Veeva Vault, our goal is harmonization with purpose. We build infrastructure that delivers clarity, not complexity."

Naresh Sethi, CIO
Adare Pharma Solutions

"Our digital backbone isn't just IT. It's how we lead across borders, teams, and functions."

Naresh Sethi, CIO
Adare Pharma Solutions

Adare Pharma Solutions represents this inflection point. As a global CDMO with deep expertise in complex oral solid dose forms, Adare has evolved from a formulation innovator into a full-service partner, integrating development, manufacturing, and regulatory operations across its international footprint. Its trajectory reflects the broader shift in the sector. From tactical outsourcing to strategic co-creation, from site-level execution to enterprise-enabled delivery.

Scale vs. Integration – A False Tradeoff

Growth often comes via acquisition, investment, or service line expansion. However, if those efforts aren't matched with system and process harmonization, they result in fragmentation: duplicative quality systems, conflicting SOPs, and disconnected ERPs. These are not growing pains. They are signs of strategic neglect.

CDMOs must shift from additive thinking ("more facilities, more offerings") to integrative thinking, which involves building scalable frameworks that deliver consistent value across modalities and markets. The time for integration is now.

From Site-Centric to Enterprise-Orchestrated

Legacy models centered around individual sites or geographies falter when sponsors demand uniform quality and responsiveness. Enterprise orchestration is the solution, requiring harmonized core processes, interoperable digital systems, and unified governance.

At Adare, the transition has been deliberate. The company has invested in cross-functional leadership teams, centralized global functions, and site enablement tools that reinforce, not dilute, local expertise.

When Structure Fails Strategy

Many CDMOs operate under structures built for regional plants or standalone business units. These legacy designs fracture as complexity scales. Escalations happen late, decisions are inconsistent, and accountability gets diffused.

At Adare, this has been tackled head-on. Under the leadership of Audrey Butler, SVP of North America Operations, U.S. operations have eliminated redundant efforts, enforced common toolsets, and synchronized execution with enterprise objectives.

Properly structured governance is now a growth enabler, not a bureaucratic burden.

Technology Modernization – From Cost Center to Capability

Legacy technology platforms and spreadsheet-based scheduling can't support enterprise-level orchestration. They obscure visibility, hinder compliance, and delay decision-making.

Modern CDMOs are moving to cloud-native platforms, allowing real-time integration, digital batch records, and AI-augmented workflows. At Adare, Veeva Vault Quality Suite and cloud-based collaboration tools are laying the foundation for next-generation digital operations.

A mature tech stack is now a proxy for maturity as a partner. Sponsors know it. Regulators know it. Boards should, too.

“With 3D screen printing technology, we’re rewriting what’s possible in oral solid dosage. It’s fast, scalable, and fundamentally more precise.”

Tom Sellig, CEO
Adare Pharma Solutions

Pharmaceutical 3D Screen Printing – Precision and Personalization at Scale

Among the most transformative advances in drug formulation is 3D screen printing, particularly SPID[®] Technology, pioneered by Laxxon Medical and operationalized at Adare.

SPID[®] (Screen-Printed Innovative Drug) Technology is a cold-process, additive manufacturing technique that prints active ingredients layer by layer, enabling:

- Multi-compartment tablets with complex release profiles
- Micro-tablets as small as 200 µm
- Tailored doses by genotype or metabolism
- Scalability up to 1.5 million tablets per day

This is not a lab-scale theory. Adare’s facility in Pessano, Italy already has a cGMP-ready 3D screen printer installed and running. Adare’s Vandalia, Ohio site will soon acquire 3D screen printing capabilities as well.

3D screen printing consolidates formulation complexity into a single, controllable process, eliminating multi-step handoffs and drastically reducing API waste. It’s not just innovation. It’s industrialized personalization.

Evolving Talent and Leadership

Scaling a CDMO is no longer a technical problem; it’s an orchestration problem. Functional excellence in QA or operations is insufficient when enterprise integration is the mandate. Leaders must operate across silos, drive convergence, and embed strategic clarity.

At Adare, leadership development is grounded in continuous improvement.

Performance systems have been reshaped to highlight enterprise outcomes in addition to local metrics, such as speed, quality, and client satisfaction.

Prioritizing Client Experience

“We hold ourselves to getting 1% better each day. That’s not just culture – it’s a strategic advantage.”

Tom Sellig, CEO
Adare Pharma Solutions

Sponsors aren’t just outsourcing to save money anymore; they’re outsourcing risk, accountability, and speed, and their expectations are rising.

Leading CDMOs respond by embedding client leads in cross-functional delivery teams, standardizing communication protocols, and deploying shared platforms that provide enterprise visibility.

At Adare, client satisfaction is more than a KPI - it’s a guiding principle. This commitment is embedded in the company’s mission and values, emphasizing responsiveness, technical excellence, and partnership.

Adare’s foundation of integrity, agility, and accountability drive its client-centric approach to innovation.

Consistency, not charisma, builds trust at scale. That’s how client experience becomes a competitive moat. In Gryphon Citadel’s view, the moat is built with charm or scale. It’s forged through structure, accountability, and repeatable excellence. The CDMO that invests in disciplined orchestration becomes more than a vendor. It becomes the Citadel that clients rely on.

“This sector’s future will be defined by those who scale with discipline, operate with transparency, and earn the right to lead. At Adare, we’re committed to doing exactly that.”

Tom Sellig, CEO
Adare Pharma Solutions

Regulatory Complexity as Capability

Every new modality or market introduces regulatory complexity. What separates high-performing CDMOs is not just their documentation but also their foresight.

Adare has invested in predictive quality intelligence, unified SOPs, and regulatory affairs teams fluent in science and geography. These aren’t compliance moves. They are strategic capabilities.

Compliance, done right, accelerates trust. And trust, at scale, drives repeat business.

Looking Forward

The CDMO market is expanding, but the winners will be defined by coherence rather than size or capital.

- They will lead with structure, not just slogans.
- They will embed technology into execution, not just dashboards.
- They will elevate client outcomes above internal politics.

Growth isn’t an outcome. It’s a daily discipline. And in today’s life sciences ecosystem, it must be learned, reinforced, and defended.

From Gryphon Citadel’s perspective, the strongest CDMOs will not just operate efficiently – they will fortify trust. In a crowded, commoditizing landscape, enterprise-level coordination, predictive capability, and relentless client alignment form the competitive moat. And those who build that moat, become more than partners.

They become the Citadel.



Adare Pharma Solutions is a global technology-driven CDMO providing end-to-end integrated services, from product development through commercial manufacturing and packaging, with small molecule expertise focusing on oral dosage forms. Adare’s specialized technology platforms provide taste masking, customized release, solubility enhancement, and patient-centric dosing solutions. With a proven history in drug delivery, Adare’s facilities in the US and Europe have developed and manufactured more than 65 products sold by customers worldwide.

Gryphon Citadel is a management consulting firm that works at the intersection of strategy, technology, and operations, helping life sciences and pharmaceutical organizations scale with purpose and precision. We support contract development and manufacturing organizations (CDMOs) and complex manufacturers in building cohesive operating models, strengthening compliance, and unlocking structural advantages across the value chain. With offices in Philadelphia and Zurich, we help clients navigate transformation, accelerate performance, and establish durable positions in competitive markets. In an industry where execution defines trust, Gryphon Citadel empowers organizations not just to respond to change, but to lead it.