

## Project Wheelhouse: Building the EDI Infrastructure for COVID Vaccine Distribution

### THE SITUATION

When COVID vaccines entered the distribution pipeline, J&J's existing Electronic Data Interchange ordering systems were built for wholesale — not the direct-to-customer fulfillment model the vaccine rollout required. Janssen's \$24B portfolio needed to scale to a model it had never operated before, rapidly, with no margin for error given the public health stakes and regulatory scrutiny.

### WHAT WE DID

Led a team of 40+ experts to implement an EDI ordering system capable of supporting direct customer orders at national scale. Worked across all three J&J business segments — MedTech, Pharmaceuticals, and Consumer Products — to align systems, processes, and stakeholders. Developed the long-term supply chain strategy for COVID vaccine distribution.

### OUTCOME

**Enabled Janssen's \$24B portfolio to transition from wholesale to direct customer fulfillment, providing the distribution infrastructure for COVID vaccine logistics at national scale.**