

Organisational Transformation of Tablets Operations for a global pharmaceutical company Case Study

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THE CHALLENGE



A global pharmaceutical company dedicated to enhancing human and animal health, initiated a strategic journey at their Global Supply Animal Health site in France. The envisioned transformation aimed to position the facility as a benchmark site within Global Supply Animal Health by 2024. The ambitious vision encompassed enhancing technical capabilities, increasing tablet volume, nurturing an empowered workforce aligned with the company's culture, fostering a continuous improvement mindset, launching new technology, and integrating new products.

The global pharmaceutical company faced several pivotal challenges in achieving this transformation:-

- Developing advanced technical and manufacturing capabilities
- Increasing tablet volume substantially while boosting productivity and managing workforce growth
- Cultivating an engaged, skilled workforce in alignment with the companies values
- Fostering a culture of continuous improvement and successfully integrating new technology and products
- Aligning and coordinating with other key site projects to ensure cohesive progress
- Implementing a redesign to support cost reduction targets within a Continuous Improvement Program

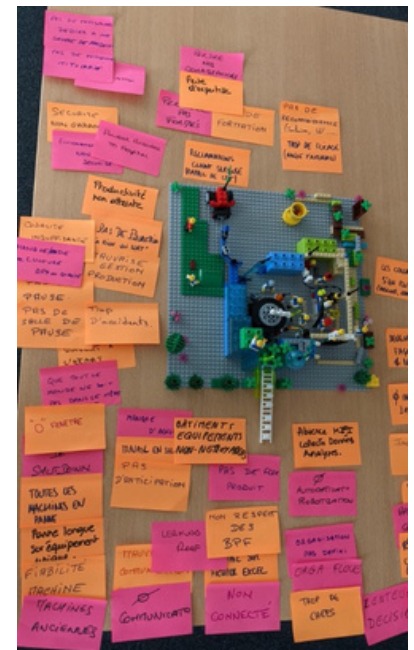
OUR APPROACH



The client collaborated with Tricordant, commissioning us to spearhead and navigate this transformative journey. Renowned for our organisational design and development expertise, we partnered closely with the company to outline a comprehensive strategy for success.

Tricordant, in close collaboration with the company, formulated a design group comprising core operations team members and support functions, ensuring a holistic approach to address identified challenges. This "whole system" team became instrumental in progress and served as both learners and pilots for the company.

Lego® Serious Play® was used to foster creativity and facilitate discussions as illustrated on the right.



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OUR APPROACH CONTINUED

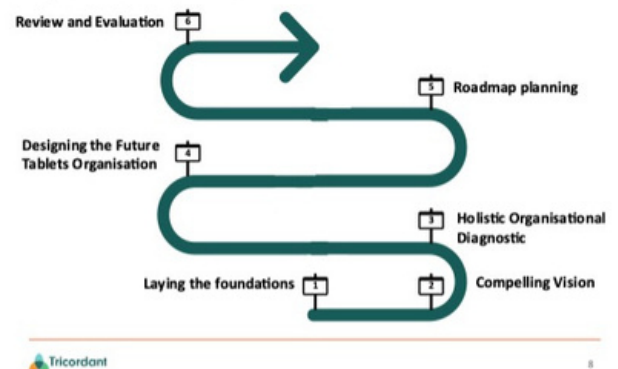


Through a purpose-driven six-stage process, Tricordant facilitated a series of five three-day workshops at the site in France. Covering key fundamentals such as:

- Crafting a compelling vision to engage and inspire employees regarding the proposed change
- Establish design principles that encapsulate the strategy and transformation challenge, guiding the redesign process
- Conduct a current State diagnosis to map strengths, staffing, and technical issues
- Review existing plans and proposed technical solutions
- Develop clear value stream maps and outline the structure of the Future Tablets organisation
- Ensure the organisational design integrates social workforce needs and technical requirements for optimal performance and an engaged workforce
- Create a roadmap for implementing necessary changes until 2025, encompassing phased design alterations and workforce development needs

Proposed High Level Road Map

The below image describes our proposed road map at a high level. Each of the proposed steps are briefly described in subsequent slides.



The collaborative design process brought together employees from various divisions, encouraging cross-functional collaboration and modeling behaviours crucial to the envisioned operational and cultural shift. Innovative tools like Lego® Serious Play® were employed to foster creativity and facilitate discussions, enabling personnel to collectively design optimal structures and operational methods.

RESULTS



The project achieved remarkable success amidst a rapidly evolving landscape at the site. The leadership team applauded the extensive progress made within a relatively short timeframe. The design team exhibited confidence in the practical outcomes and an improvement roadmap, signalling their readiness to implement change and strive for excellence by 2024.

The collaborative effort between the global pharmaceutical company and Tricordant exemplifies how strategic alignment, cross-functional engagement, and innovative methodologies can drive transformative change within a complex organisational landscape. The project's success stands as a testament to the power of collaboration and a focused, methodical approach to organisational transformation.

Head of Site A global pharmaceutical company

"Tricordant's balanced and integrated approach helped to lay the foundation for a transformation by building on people's expertise and engagement. I was thrilled to see and hear after just a couple of weeks how things started to move in the minds of the involved colleagues, and I was impressed by their willingness to develop their own future and embrace change!"