

Case Study: Enterprise-Wide Site Transformation of a Global Pharma Company



1. Client Overview

- Pharmaceutical company (top 30) with globally 30 sites, 3000 employees effected
- Project start in August 2020, initiated by Global Eng Head



2. Challenge

Building a harmonized and best-in-class site engineering organization that is equipped for the future: a unified approach, clarity on core competencies, talent development, value creation for stakeholders and innovative technologies



3. Diagnostic Approach

SQC led the collection of data to answer the questions about performance, practices, processes, organization, workload and resourcing of the sites.

The key findings showed a big variation of maturity and set up of the workforce model of the sites



4. Solution Path

SQC led Target Design workshops to define the future state of the organization on the sites and implementation of technologies in the next 5 years. In a next step a Target Operating Model and a Playbook was developed for the sites.



5. Implementation

SQC set up the following approach: 1) Run workshops on the sites to identify gaps, 2) Develop solutions to close the gaps, 3) Plan actions to implement solutions, 4) Run "commitment meetings" to get sign-off from the site leadership team, 5) Execute and monitor plan, 6) Track Value Creation



6. Results

After 2 years of project start, 80% of the sites implemented the Blueprint and improvement initiatives resulting in less downtime of equipment and a value creation of triple digit dollar after 3 years



7. Client Testimonial

"The project laid the foundation that enabled the rapid adoption of innovative technologies, driving smarter and more sustainable solutions across our global network" - SVP



8. Key Success Factors

Engage and communicate with all stakeholders early on, including communication of inconvenient facts. Leave room for impacted stakeholders to reflect and stimulate ideation & collaboration to close the gaps.

Make sure financial accounting of cost centers is also harmonized to understand baseline and target costs, this makes the targeting & tracking of value creation much easier

**Need help for a transformation?
Contact Us**

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