ISPE – SIG OPERATIONAL EXCELLENCE

How to select continuous improvement projects and ensure strategic alignment?

June 16th 2017

Catalent, Brussels

Introduction
Shared Interested Group

Agenda

13h00 – 13h10 :   Welcome

13h10 – 13h15 :   ISPE SIG, Operational Introduction

13h15 – 13h45 :   Catalent presentation

13h45 – 14h00 :   Hoshin Kanri

14h00 – 15h00 :   Catalent site tour, inspection and packaging of prefilled syringes

15h15 – 16h45 :   **How to select continuous improvement projects and ensure strategic alignment?**
- GSK: Overall Roadmap & Gate review 10mn
- UCB: Project selection, go no go decisions
- Catalent: Operation Excellence Vision linked to VSM
- Breakout sessions: " **From… To…** " exercise
- Share experiences, feedback session, discussion

16h45 – 17h00 :   Next topics and way forward

17h00 – 18h00 :   Networking drink
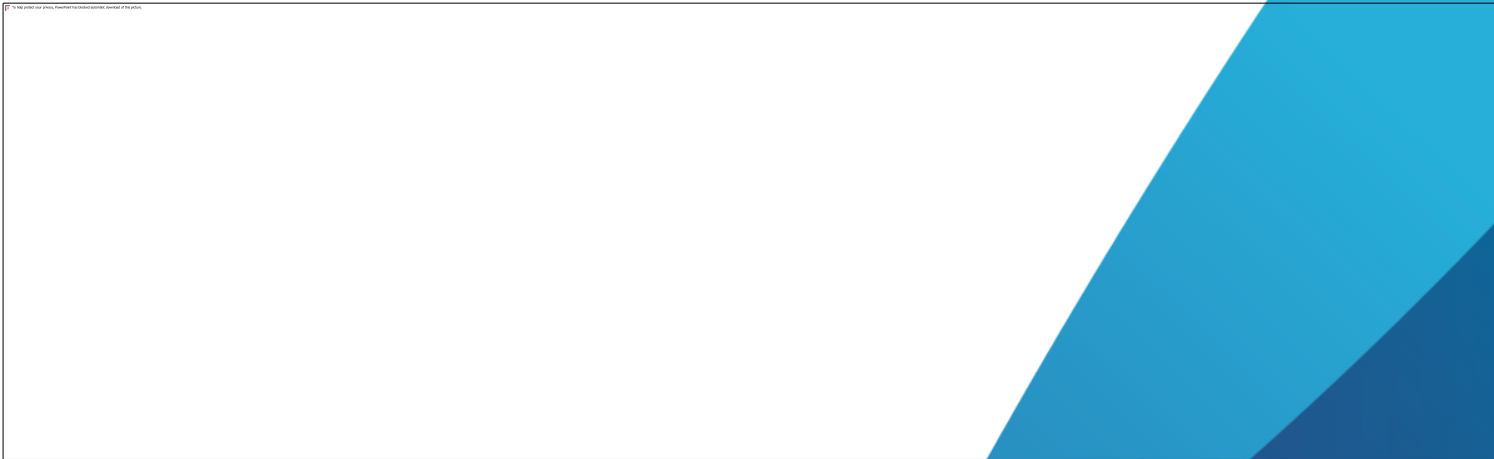
D. Fabris
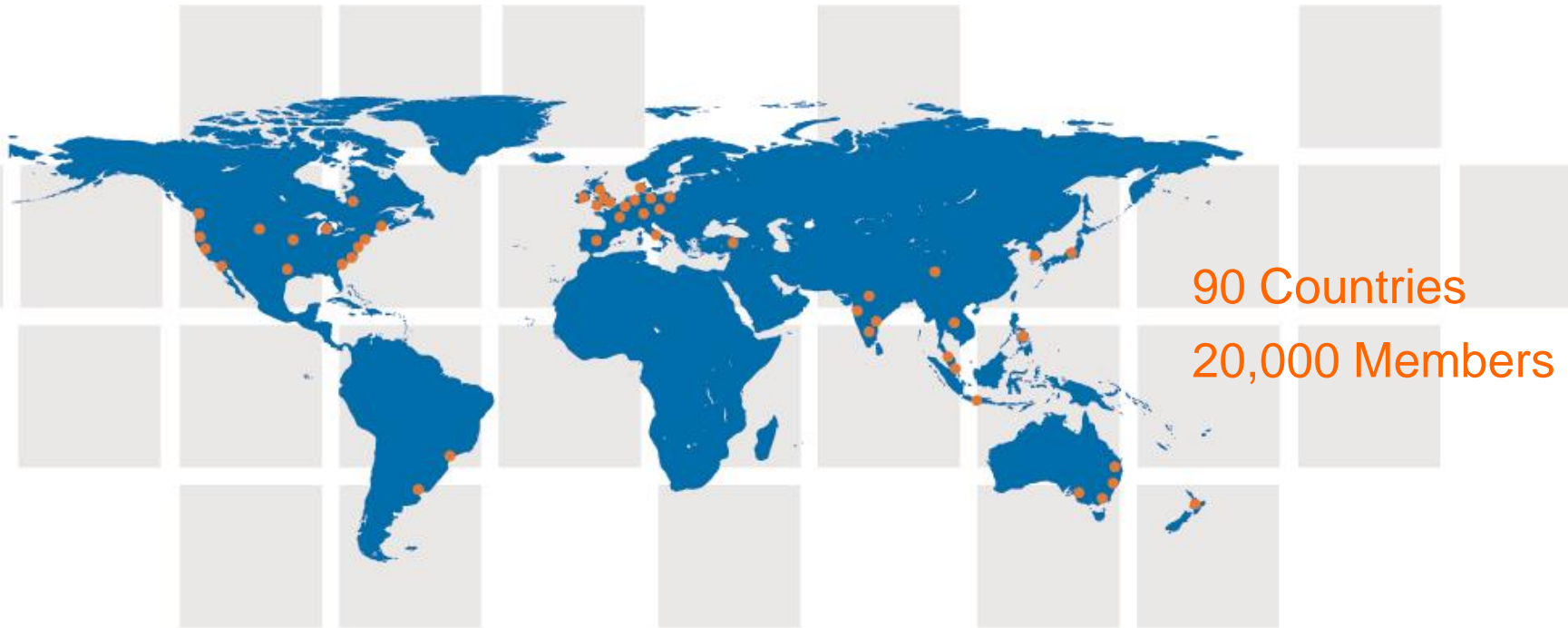
Director Operational Excellence
(Primary-International)

ISPE delivers technical and operational solutions to support our Members across the global pharmaceutical and biopharmaceutical industry in the manufacture of quality medicines for patients

ISPE Affiliates and Chapters Around the Globe

90 Countries

20,000 Members

ISPE's Strategic Areas of Focus

ISPE Belgium Affiliate

- **Representing ISPE Global at local level**, during **more than 25 years**, managed by the Committee (Board of Directors) . All representatives are coming from Life Science professionals community in Belgium, and as volunteers elected by ISPE Belgium Members.

- **Non-Profit organization (vzw/asbl**) since October 2014

- Act as a **local community** & **bring people together** from (Bio)Pharma companies, Contract Manufacturers, Contract Research Organizations, Medical Devices companies, Clinical Laboratories, Suppliers, Service Providers for Pharma and Biotech industry, ...

Global ISPE membership includes automatically Local Affiliate membership.

ISPE Belgium Affiliate Membership – total >300

Business Category
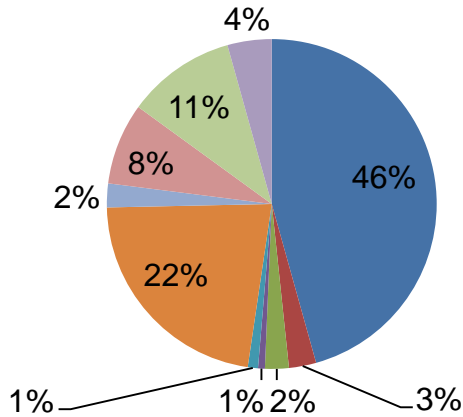
- ■ API / Pharmaceutical Manufacturer
- ■ Veterenary
- ■ Contract manufacturer
- ■ Cosmetics / Neutraceuticals
- ■ CROs / Clinical Materials
- ■ Service Provider / Consulting
- ■ Educational / governmental
- ■ Engineering / Architecture / Construction
- ■ Equipment / Material Supplier
- ■ Others

Pie chart values: 46%, 3%, 2%, 1%, 1%, 22%, 2%, 8%, 11%, 4%

Gender

- ■ Male (83%)
- ■ Female (17%)

Top 10 contributors

■ # Members

Contributors: Janssen, GSK, UCB, Baxter, Siemens, Egemin, Alcon, Zoetis, Pfizer, Merck, QbD NV
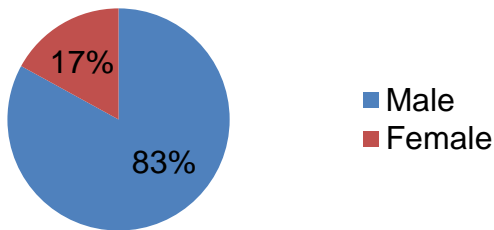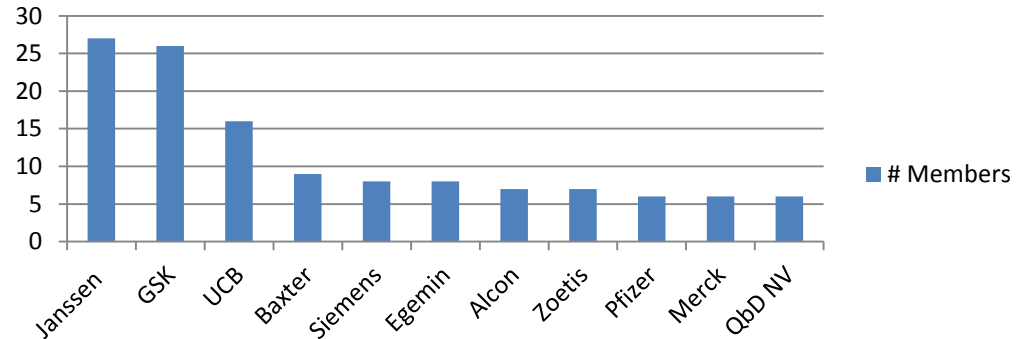
Europe Membership Development

	members nov/15	retention	Growth
Belgium	306	84%	10,87%
France	217	74%	-8,05%
DACH	1036	87%	9,86%
Ireland	457	78%	4,82%
Italy	334	83%	6,36%
Netherlands	245	81%	1,24%
Nordic	704	73%	-6,38%
Poland	89	78%	8,54%
Spain	195	82%	-2,99%
Turkey	119	71%	7,21%
UK	798	83%	2,31%
	source : Membership Stats Linda Walls		

Belgium Affiliate - Best in Class with respect to Growth & Retention !

Join ISPE Belgium Affiliate

http://www.ispe.org/belgium-affiliate

https://www.linkedin.com/groups/2453247
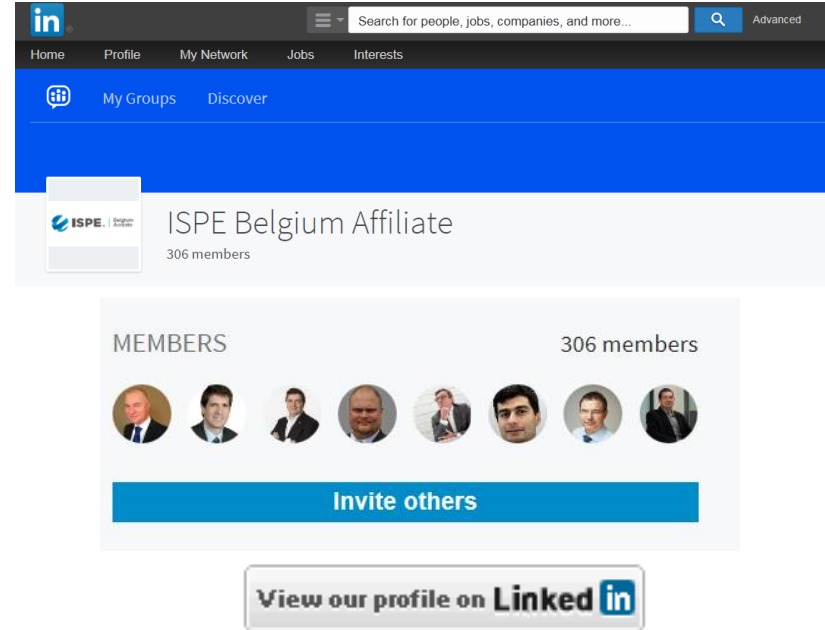
ISPE Communities of Practices (COP) & Special Interest Groups (SIG)

- Connect like-minded professionals through a community on global level (COPs) and on local level (COPs & SIGs).

- "Communities" currently active in Belgium :

  - GAMP COP Benelux

  - SIG Technology Transfer

  - SIG Automation

  - ....

Connecting & Collecting

Connecting members person-to-person
Collecting relevant information to share

People Tools Knowledge
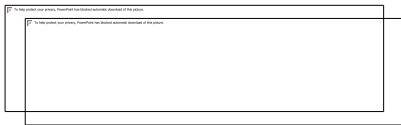
ISPE Belgium Affiliate Event Calendar

- Yearly Networking Event

- Seminars

- Site visits

- COP/SIG Technical Meetings

- "Young Professional" events

- ...

Visit http:// www.ispe.org/belgium/affiliate-event-calendar

Introduction to Catalent Pharma Solutions

BRUSSELS, 4 July 2017

DEVELOPMENT   DELIVERY   SUPPLY

more products. better treatments. reliably supplied.™

Catalent ®

our capabilities
CORPORATE OVERVIEW

DEVELOPMENT   DELIVERY   SUPPLY

more products. better treatments. reliably supplied.™

Catalent is the #1 ADVANCED DELIVERY PARTNER in helping pharmaceutical, biotech and consumer health innovators DEVELOP and SUPPLY superior products that improve people's lives.

YOUR PRODUCT HAS SO MUCH POTENTIAL.
WE SHARE YOUR PASSION TO UNLOCK IT.

From early development through manufacturing we will help accelerate your product to market.

With the deepest expertise and broadest set of **SUPERIOR TECHNOLOGIES**, we've helped develop and launch thousands of oral, inhaled and sterile products.

Whether you seek a single **TAILORED SOLUTION** or an **INTEGRATED PARTNERSHIP**, we look forward to putting our passion to work on your products.
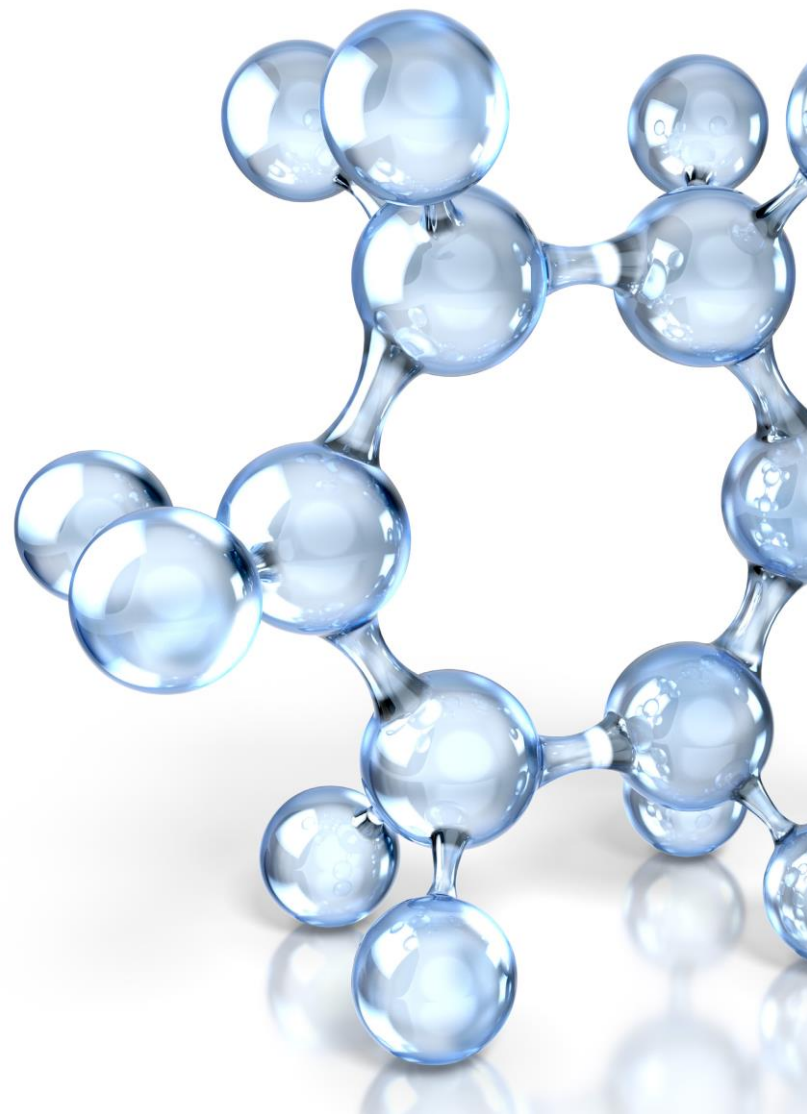
OUR PROMISE
more products. better treatments. reliably supplied.™

DEVELOPMENT — **more products** to clinic and market faster with our expert development solutions

DELIVERY — **better treatments** with our optimal drug delivery technologies

SUPPLY — **reliably supplied** with our flexible global network and integrated supply solutions

EXPERTISE, TECHNOLOGIES & SCALE TO TRANSFORM YOUR MOLECULES INTO SUCCESSFUL TREATMENTS

EVERY MOLECULE HAS A CHALLENGE. WE HAVE A SOLUTION.

DEVELOPMENT SOLUTIONS

- BIOLOGICS, BIOSIMILARS & ADCS
- COMPREHENSIVE DEVELOPMENT & BIOAVAILABILITY SOLUTIONS
- FAST & OPTIMAL DOSE FORM DEVELOPMENT
- ANALYTICAL LAB SERVICES
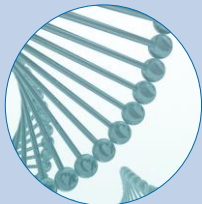
DELIVERY TECHNOLOGIES

- RP SCHERER SOFTGEL TECHNOLOGIES
- FAST DISSOLVE TECHNOLOGY
- IMMEDIATE, CONTROLLED & COMPLEX RELEASE
- INJECTABLES, INHALATION & BLOW/FILL/SEAL

RELIABLE SUPPLY

- CLINICAL TRIAL SUPPLY
- FLEXIBLE MANUFACTURING & PACKAGING SOLUTIONS
- POTENT HANDLING & CONTROLLED SUBSTANCE HANDLING
- GLOBAL COMMERCIAL SUPPLY
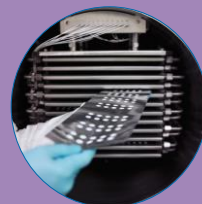
WE CAN IMPROVE THE VALUE OF YOUR TREATMENTS AT EVERY STAGE
Pharmaceutical, Biologics, Consumer & Animal Health

PRE-FORMULATION
FORMULATIONS FOR TOXICOLOGY STUDIES

CLINICAL SUPPLY SERVICES & SOLUTIONS
FORMULATION & PROCESS DEVELOPMENT

CLINICAL & COMMERCIAL MANUFACTURING AND SUPPLY:
ORAL (SOFTGEL & COMPLEX RELEASE), PARENTERAL & INHALATION

PRE-CLINICAL	PHASE I	PHASE II	PHASE III	COMMERCIAL
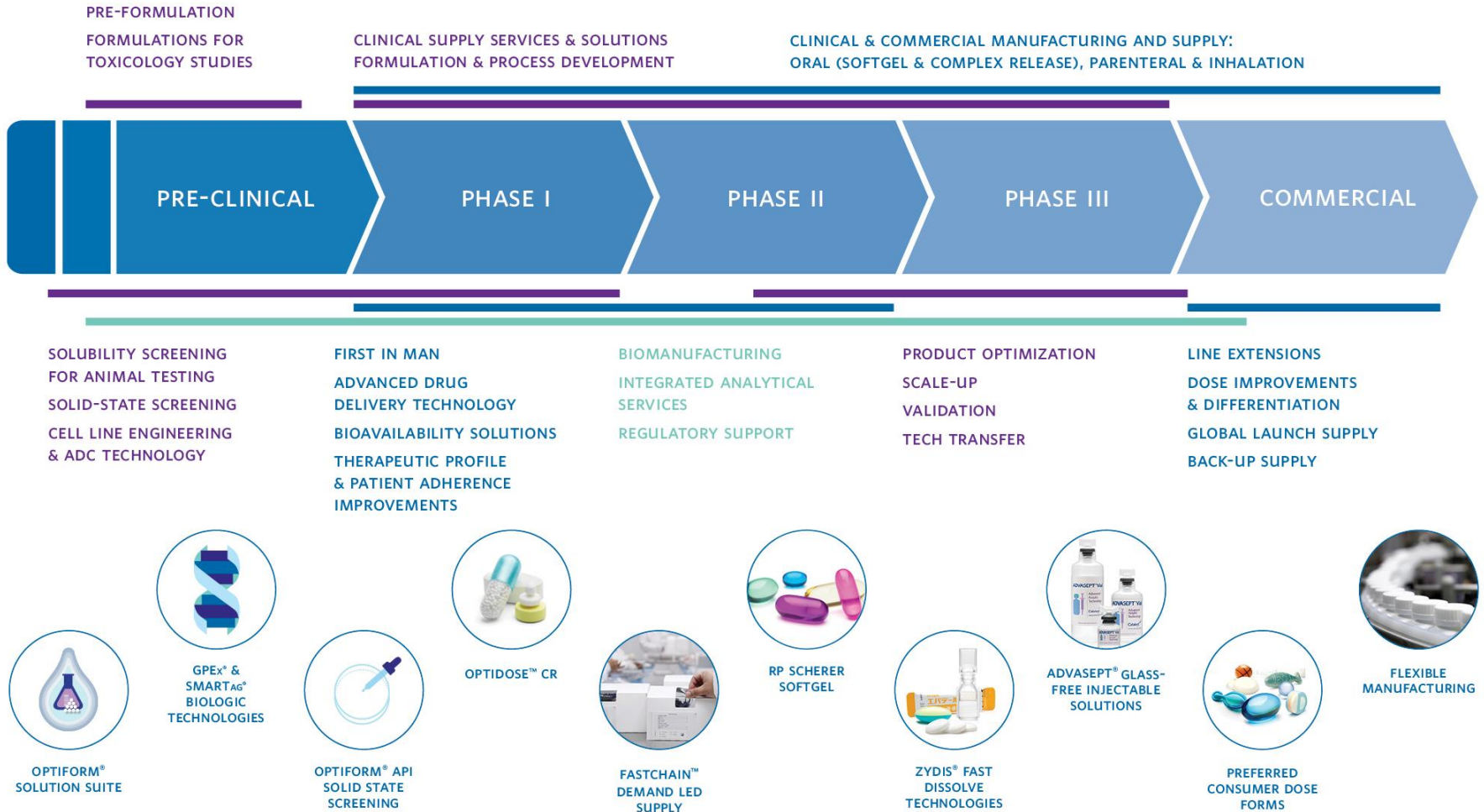
SOLUBILITY SCREENING FOR ANIMAL TESTING
SOLID-STATE SCREENING
CELL LINE ENGINEERING & ADC TECHNOLOGY

FIRST IN MAN
ADVANCED DRUG DELIVERY TECHNOLOGY
BIOAVAILABILITY SOLUTIONS
THERAPEUTIC PROFILE & PATIENT ADHERENCE IMPROVEMENTS

BIOMANUFACTURING
INTEGRATED ANALYTICAL SERVICES
REGULATORY SUPPORT

PRODUCT OPTIMIZATION
SCALE-UP
VALIDATION
TECH TRANSFER

LINE EXTENSIONS
DOSE IMPROVEMENTS & DIFFERENTIATION
GLOBAL LAUNCH SUPPLY
BACK-UP SUPPLY

OPTIFORM® SOLUTION SUITE

GPEx® & SMARTAG® BIOLOGIC TECHNOLOGIES

OPTIFORM® API SOLID STATE SCREENING

OPTIDOSE™ CR

FASTCHAIN™ DEMAND LED SUPPLY

RP SCHERER SOFTGEL

ZYDIS® FAST DISSOLVE TECHNOLOGIES

ADVASEPT® GLASS-FREE INJECTABLE SOLUTIONS

PREFERRED CONSUMER DOSE FORMS

FLEXIBLE MANUFACTURING

A GLOBAL NETWORK SPANNING FIVE CONTINENTS

+30 SITES SUPPLYING +70B DOSES OF +7000 PRODUCTS TO +1000 CUSTOMERS

NORTH AMERICA
EMERYVILLE, CA (BIO)
KANSAS CITY, MO (DAS) (OS) (CSS) (BIO) (P)
MADISON, WI (BIO)
MALVERN, PA (PS) (DAS) (OS) (I)
PHILADELPHIA, PA (CSS) (P)
MORRISVILLE, NC (DAS) (OS) (I) (BIO)
SAN DIEGO, CA (DAS)
SOMERSET, NJ (HQ) (OS)
STRATHROY, ONTARIO (SG)
ST. PETERSBURG, FL (SG)
WINCHESTER, KY (OS)
WINDSOR, ONTARIO (SG)
WOODSTOCK, IL (ST) (P)

EUROPE
APRILIA, ITALY (SG) (P)
BATHGATE, U.K. (CSS) (P)
BEINHEIM, FRANCE (SG)
BOLTON, U.K. (CSS) (P)
BRUSSELS, BELGIUM (ST)
CHAM, SWITZERLAND (SM0)
DARTFORD, U.K. (PS) (DAS) (OS) (I)
EBERBACH, GERMANY (SG) (DAS) (P)
LIMOGES, FRANCE (ST)
SCHORNDORF, GERMANY (OS) (P) (CSS)
SWINDON, U.K. (OS) (DAS)

LATIN AMERICA
BUENOS AIRES, ARGENTINA (SG)
INDAIATUBA, BRAZIL (SG) (P)
MONTEVIDEO, URUGUAY (SM0)
SOROCABA, BRAZIL (SG) (P)

ASIA PACIFIC
BRAESIDE, AUSTRALIA (SG) (DAS) (P)
DEE WHY, AUSTRALIA (SG) (DAS) (P)
HAINING, CHINA (SG)
KAKEGAWA, JAPAN (SG) (P) (CSS)
SHANGHAI, CHINA (SM0) (CSS) (P)
SINGAPORE (CSS) (P)
TOKYO, JAPAN (SM0)

(BIO) BIOLOGICS
(I) INHALATION
(P) INTEGRATED PACKAGING
(PS) PARTICLE SIZE SCIENCES
(ST) STERILE TECHNOLOGIES
(CSS) CLINICAL SUPPLY SERVICES
(DAS) DEVELOPMENT & ANALYTICAL SERVICES
(OS) ORAL SOLID SOLUTIONS
(SG) SOFTGEL TECHNOLOGIES
(SM0) SALES & MANAGEMENT OFFICE

GLOBAL RELIABLE SUPPLY: DISCIPLINE, RIGOR & RHYTHM
EVERY SHIFT. EVERY DAY. EVERY SITE.

Unrivaled supply performance
Long-standing partnerships and transparent scorecards with top innovators for 80+ years

Uncompromising quality systems
One global QMS, extensive supplier assurance and world-class inspection readiness

World-class manufacturing and supply network
Rigorous cGMP, EHS, security and operational controls across entire network

Unsurpassed global scale
70 billion doses and 240,000 shipments annually to 80+ countries

Industry-leading regulatory expertise
Accredited by 35+ global agencies and 100% success on PAI outcomes

$1B invested in new capacity & capabilities in the last 5 years

180+
PRODUCTS LAUNCHED ANNUALLY
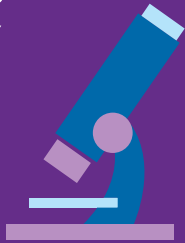
WHY CATALENT?
Unrivaled experience, expertise, and track record of market successes on a global scale.

550+
BIOLOGICS DEVELOPMENT PROGRAMS COMPLETED

600+
NEW PRODUCT LAUNCH PROJECTS AT ANY TIME

20+
R&D TEAMS, 1,400 SCIENTISTS & 1,100 PATENTS ON SUPERIOR TECHNOLOGIES

TOUCHED NEARLY **50%**
OF FDA APPROVALS IN LAST 10 YEARS

PARTNERSHIPS

87 OF TOP 100 PHARMA

24 OF TOP 25 BIOTECHS

22 OF TOP 25 GENERICS

21 OF TOP 25 CONSUMER HEALTH

GLOBAL CLINICAL SUPPLY

5,000+
CLINICAL TRIALS

150,000+
SHIPMENTS A YEAR TO 80+ COUNTRIES

99%
ON-TIME DELIVERY

Catalent

Catalyst + Talent.
Our name combines these ideas.

www.catalent.com
solutions@catalent.com
+ 1 888 SOLUTION (765-8846)
+ 800 88 55 6178 EUROPE

more products. better treatments. reliably supplied.™

CATALENT BRUSSELS

Our Mission, Vision and Values

Our Mission

Our MISSION is to develop, manufacture, and supply products that help people live better and healthier lives.

Our Vision

Our VISION is to be the world's most trusted, reliable and innovative drug development and delivery partner by upholding the highest industry standards and exceeding customer expectations while driving strong, sustained growth for the company

Our Values

Patient First - Customer Dedication - People
Innovation – Integrity - Excellence

Catalent Brussels Site

Capabilities Overview

Brussels Facility History
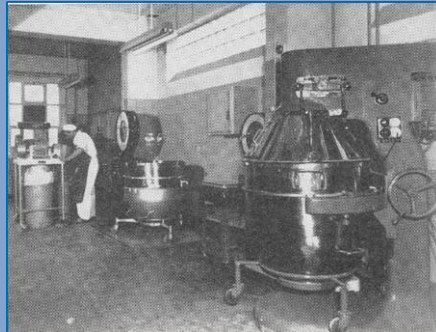
1920
The first facility was located in the centre of Brussels city

2006
New facility located in Neder-Over-Hembeek

Total Site	26.000m²
Building Surface	15.000m²
Sterile Area	2.600m²
Packaging Area	2.300m²
Warehouse	2.400m²
Laboratories	750m²
Offices	1.800m²

Specializing in the manufacturing of sterile fill/finish of prefilled syringes

Customer

Primary & secondary components Manufacturer

➡

Catalent.

➡

Customer

Formulation

Filling

Sterilization

Visual Inspection

Labelling

AI assembly

Packaging

Testing

Analytical development & transfer

Catalent Brussels Site Capabilities

- ❑ Extensive range of pre-filled syringes sizes (0.5mL to 20mL)
- ❑ Syringe top: luer, luer lock or with needle
- ❑ Glass and plastic
- ❑ Aseptic/terminal sterilization of filled syringes
- ❑ Inspection, labeling, blistering and cartoning of syringes
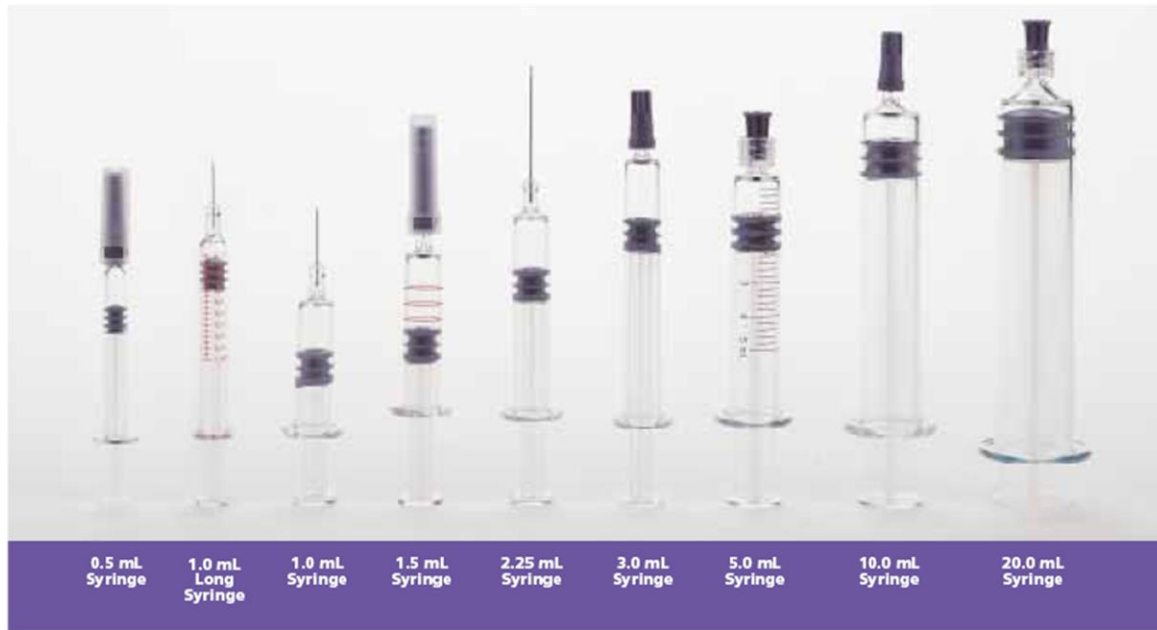
Capacity

175 million PFS

(1mL format)

Applications

- ▪ Small molecules
- ▪ Biologics
- ▪ Vaccines (inactivated)
- ▪ Diluents
- ▪ Contrast media

Innovation at Catalent Brussels

Full automated auto injector assembly line	Evaluation on full carton packaging line for Auto injectors	Biologics filling line in idle suite
FAT - May 2017 Installation - June 2017 Operational ready - 2017		✓ Peristaltic and rotary piston filling mechanisms ✓ Insertion tube and vacuum stoppering ✓ Disposable system design ✓ Automated IPC ✓ Temperature controlled ✓ Flexible vial and cartridge
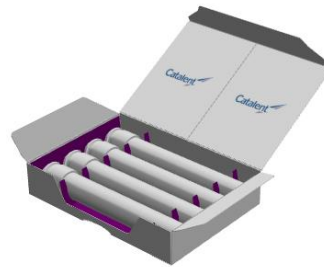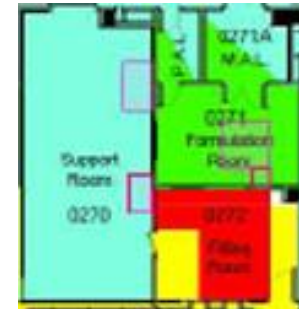
![gsk do more feel better live longer]

« Hoshin Kanri »

Denis Fabris
Head of Operational excellence ,
Primary operations international

https://www.youtube.com/watch?v=7v9yHL8thIU

How to select continuous improvement projects and ensure strategic alignment

Hoshin Kanri

Description of a governance method for project selection

2017

Félix Duparc – Life Sciences Projects Director

Stéphane Jullien – Life Sciences OE Consultant

Example of Hoshin application in the
agricultural technology industry

Example of Hoshin Application

Y1   Y2   Y3   Y4   Y5   Y6   Y7   Y8
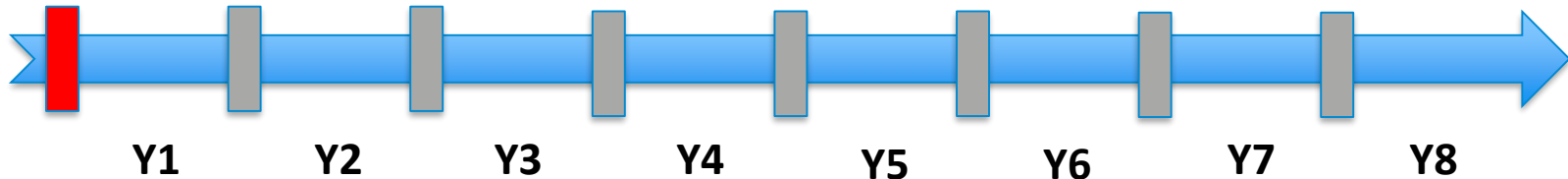
DEFINITION OF LONG TERM VISION AND BREAKTHROUGHS

N°1 IN QUALITY IN THE MARKET

15 YEARS
LONG TERM VISION

N°1 IN QUALITY OF ALL COMPANY PLANTS

10 YEARS

MID TERM OBJECTIVES (BREAKTHROUGHS)

100 % PROCESS ARE STANDARDIZED AND STABILIZED

5 ANS

SHORT TERM OBJECTIVES

PRESENT TIME YEAR Y

Example of Hoshin Application

OCT. N-1   **JAN. (N)**   **APRIL (N)**   **JULY (N)**   **OCT (N)**   **JAN (N+1)**
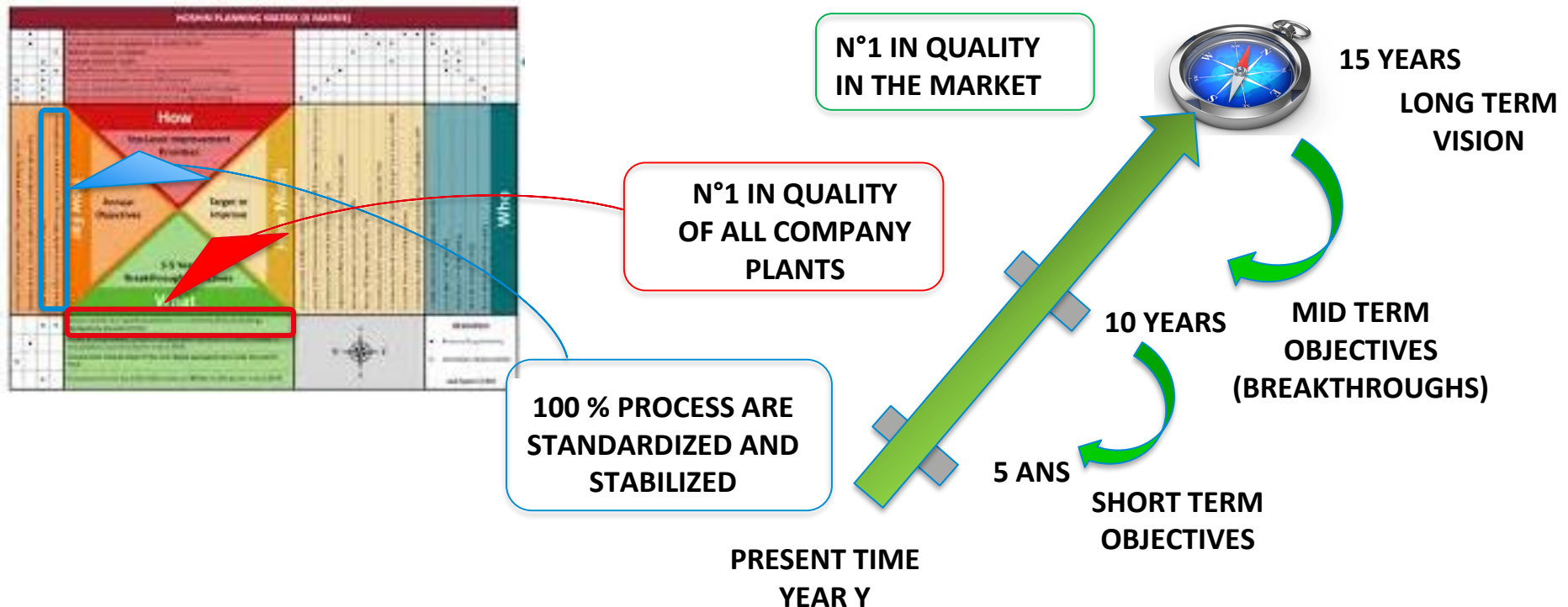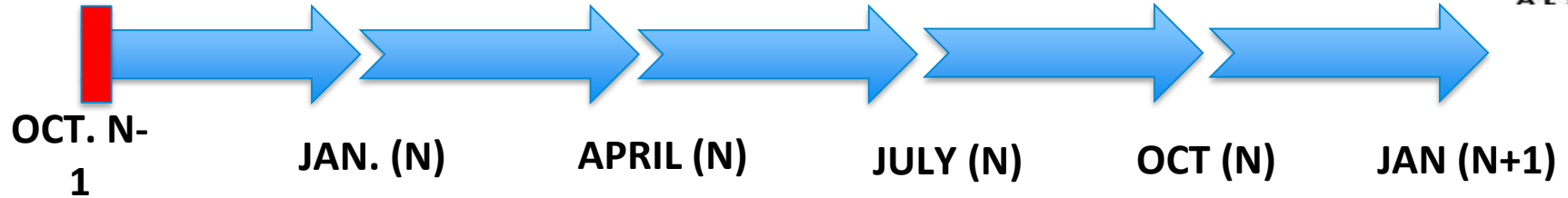
EVERY YEAR, STEP #1 : ROUND TABLES (1/2 Day)

6 tables, for each one:

- **6 participants**
  Middle Management
  Transversal
- **1 post-it color**
- **1 board**

**Brainstorming
in each table**

On post-its, participants write:
- **1 Idea of improvement per post-it**

**Group post-its by thematics:
(Equipments, Safety, …)**
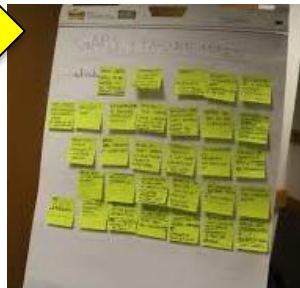
Each Table introduces their ideas to the Top management

Global grouping of all post-it by thematics

Example of Hoshin Application

OCT. N-1 — **JAN. (N)** — **APRIL (N)** — **JULY (N)** — **OCT (N)** — **JAN (N+1)**
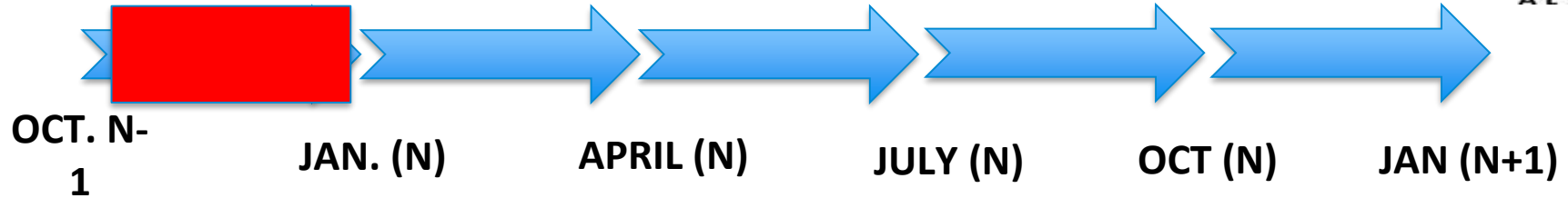
STEP #2 : PROJECT DEFINITION BY THE TOP MANAGEMENT (3 months)

THINK GLOBAL, ACT LOCAL

Selection of improvement topics

Criteria:
- **Number of post-it by topic**
- **Match with breakthrough objectives**

Definition of 5 – 6 major topics:
- **By topic:**
    - **1 sponsor among Top mngt**
    - **3 projects (+ Project Leaders)**

Examples of major topics:
- *Work Conditions*
- *Standardized and Stablilized Process*
- *Employee development*
- *…*

Example of Hoshin Application

MAJOR TOPIC: *« STANDARDIZED AND STABILIZED PROCESS »*

PROJECT #1: Write and Improve Assembling Work Instructions (WI)

1 year

OBJ #1.1 : Finalize WI writing
OBJ #1.2 : Develop Software for copying from ERP to WI

PROJET #2: Implement Automatic Painting process (Painting Robot)

1 year

PROJET #3: Launch WI in Supply chain

1 year

Example of Hoshin Application

OCT. N-1 → JAN. (N) → APRIL (N) → JULY (N) → OCT (N) → JAN (N+1)
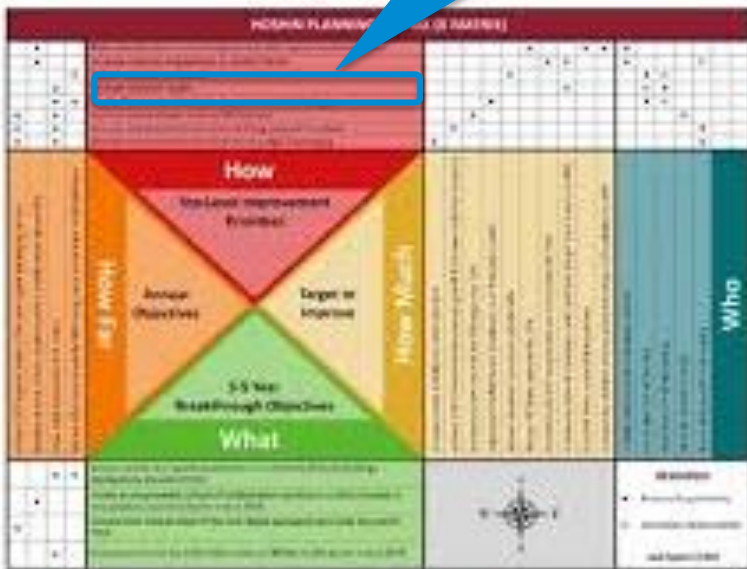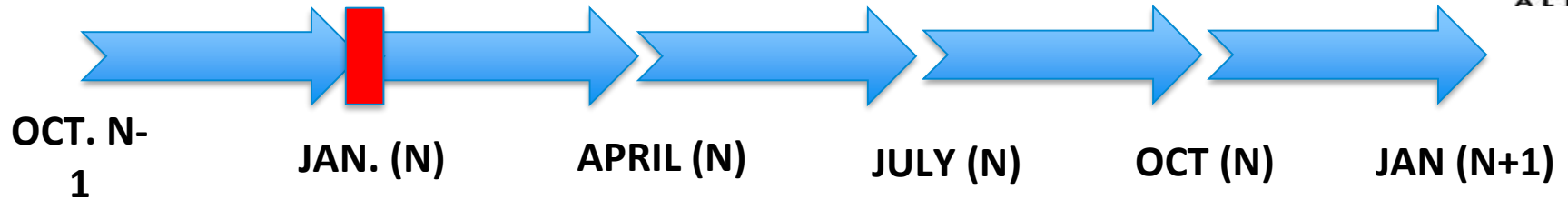
STEP #3 : PROJECT INTRODUCTION TO THE MID MANAGEMENT

Top Management introduces to the Mid Management:

- **A Reminder of Hoshin Vision and Breakthrough objectives**

- **Major topics and projects**

+ Statement of Year N-1 Hoshin Project (by Project leaders)
Global Hoshin (by Top Management)

Example of Hoshin Application

OCT. N-1 ➔ **JAN. (N)** ➔ **APRIL (N)** ➔ **JULY (N)** ➔ **OCT (N)** ➔ **JAN (N+1)**
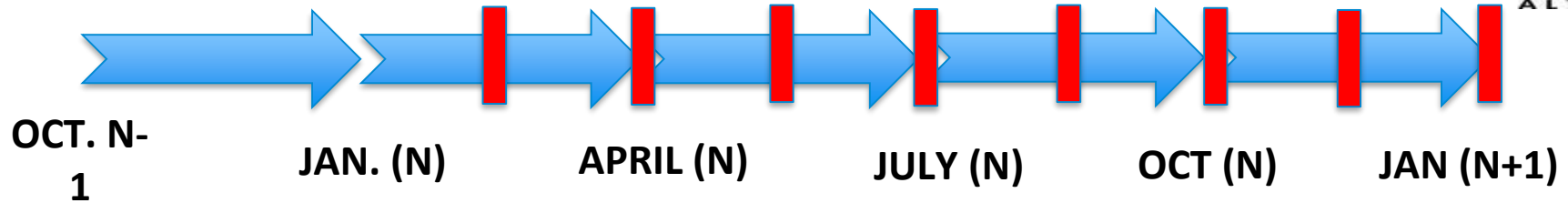
STEP #4 : PROJECT FOLLOW UP

Project Leader To the Top Management
- **2-3 X / quarter for each project**
- **The 3 projects of a topic are introduced successively**
- **In a designated room,**
- **using a A3 poster**

Project Leader To the Middle Management
- **1 X / quarter**
- **In amphitheater**

Example of Hoshin Application

TOPIC	SPONSOR

PROJECT #1   PROJECT #2   PROJECT #3
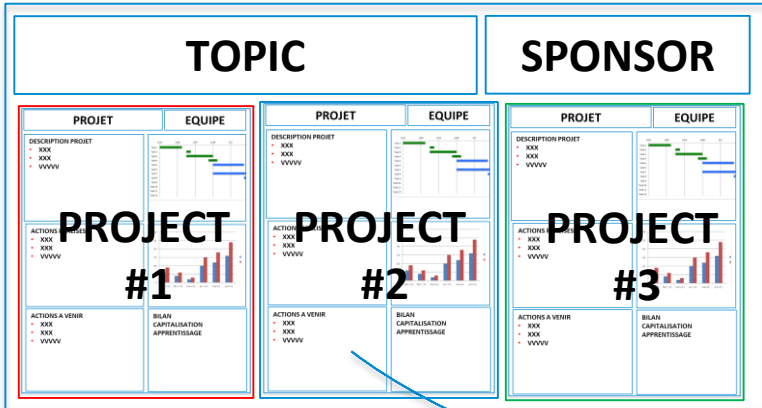
STEP #4 : PROJECT FOLLOW UP

EXAMPLE OF PROJECT A3 POSTER

PROJET TITLE	TEAM

DESCRIPTION PROJET
- XXX
- XXX
- VVVVV

PROJECT DESCRIPTION

GANTT PLANNING

ACTIONS REALISESS
- XXX
- XXX
- VVVVV

WHAT HAVE BEEN DONE ?

METRICS

ACTIONS A VENIR
- XXX
- XXX
- VVVVV

WHAT WILL BE DONE NEXT ?

BILAN CAPITALISATION APPRENTISSAGE

STATEMENT: WHAT DID WE LEARN ?

Example of Hoshin Application

Y1	**Y2**	**Y3**	**Y4**	**Y5**	**Y6**	**Y7**	**Y8**
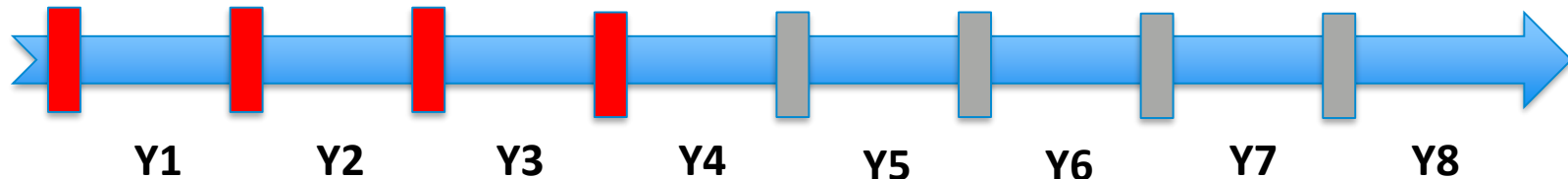
HOSHIN PROCESS IMPROVEMENT

Every Year,
Top Management brings one improvment to the Hoshin Process :

- **Increase the number of participant at the roundtables: 20, 30, 40, …**

- **Communicate Hoshin projects and results to a larger audience**

Questions ?

Plant Tour: Packaging Zone

- Visual inspection
    - Manual
    - Semi Automatic
    - Automatic
- Blister line
- Manual Packaging Line
- Performance management: OEE Board
- Problem Solving Board

ISPE.

« GSK ways to align and cascade a portfolio
of programs across several factories »

Denis Fabris
Head of Operational excellence ,
Primary operations international

Industrial Operations and Quality Strategic Alignment

Your long term vision is the start point!

	2013	2014
Approval process (Days)	426 (6 moths late)	276
Known status of projects in portfolio	53%	100%
On time delivery	Baseline	+ 7% after 3 months
Project team satisfaction	Baseline	+5%
Resources allocation	50% project staffed as asked	80%

STRATEGY HOUSE

Strategic Programs & Projects

Operational Plans

Transversal & Local Projects

Focus of this

KPI's & TARGETS
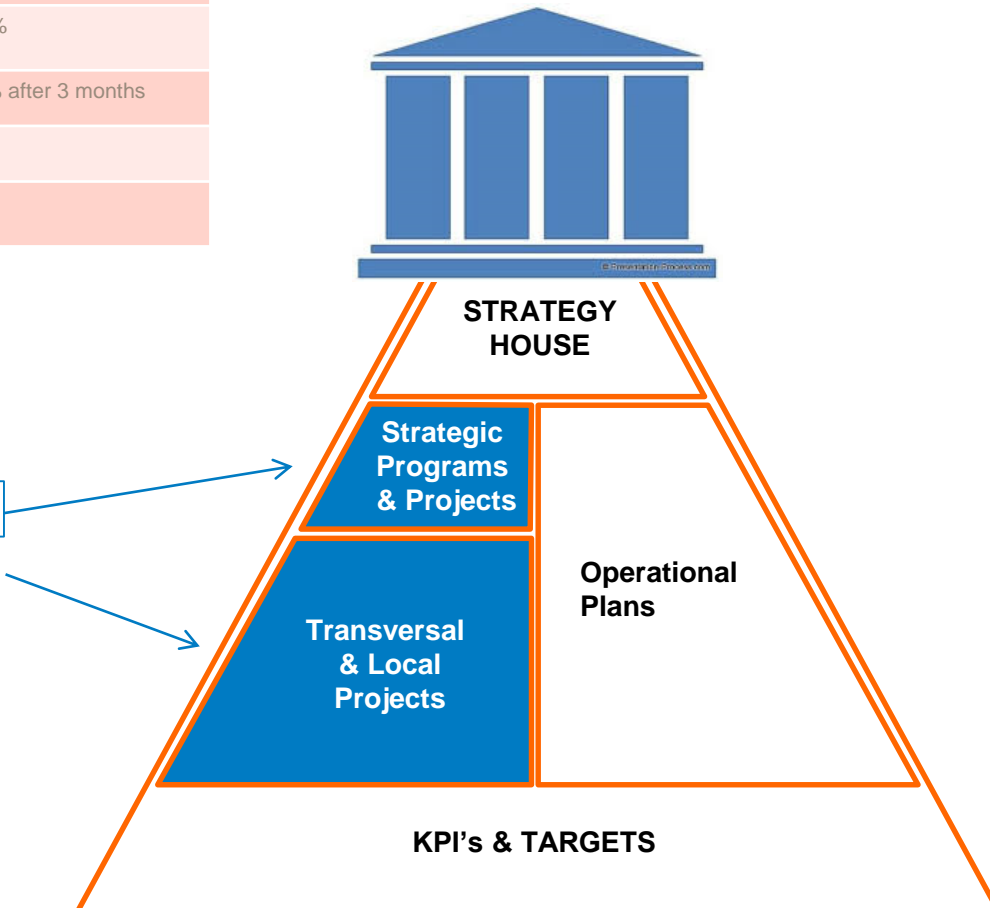
Importance of Gates reviews

Phases, Gates and Deliverables

When required

gsk

Accept Request

Accept pré-PIF

Accept PIF

Accept Reg. Assessment

Accept Project Closure

| REQUEST | GATE | DIAGNOSE | GATE | HIGH LEVEL DESIGN | GATE | DETAILED DESIGN | GATE | IMPLEMENT | GATE | CLOSURE |

Strategy

Request / Idea

Pré-PIF

Ranking/Score

PIF

Project Plan

Staffing Plan

Regulatory Assessment Strategy

Project Execution

Project Monitoring

Regulatory Actions

Project Closure

+ extra ad hoc info if required

+ extra ad hoc info if required

+ extra ad hoc info if required

N+1

MNIB / SCOB / IOLT / TLCT / PRB BelOps / PRB MPU / ...

Formal calendar shared across all factories (>20)
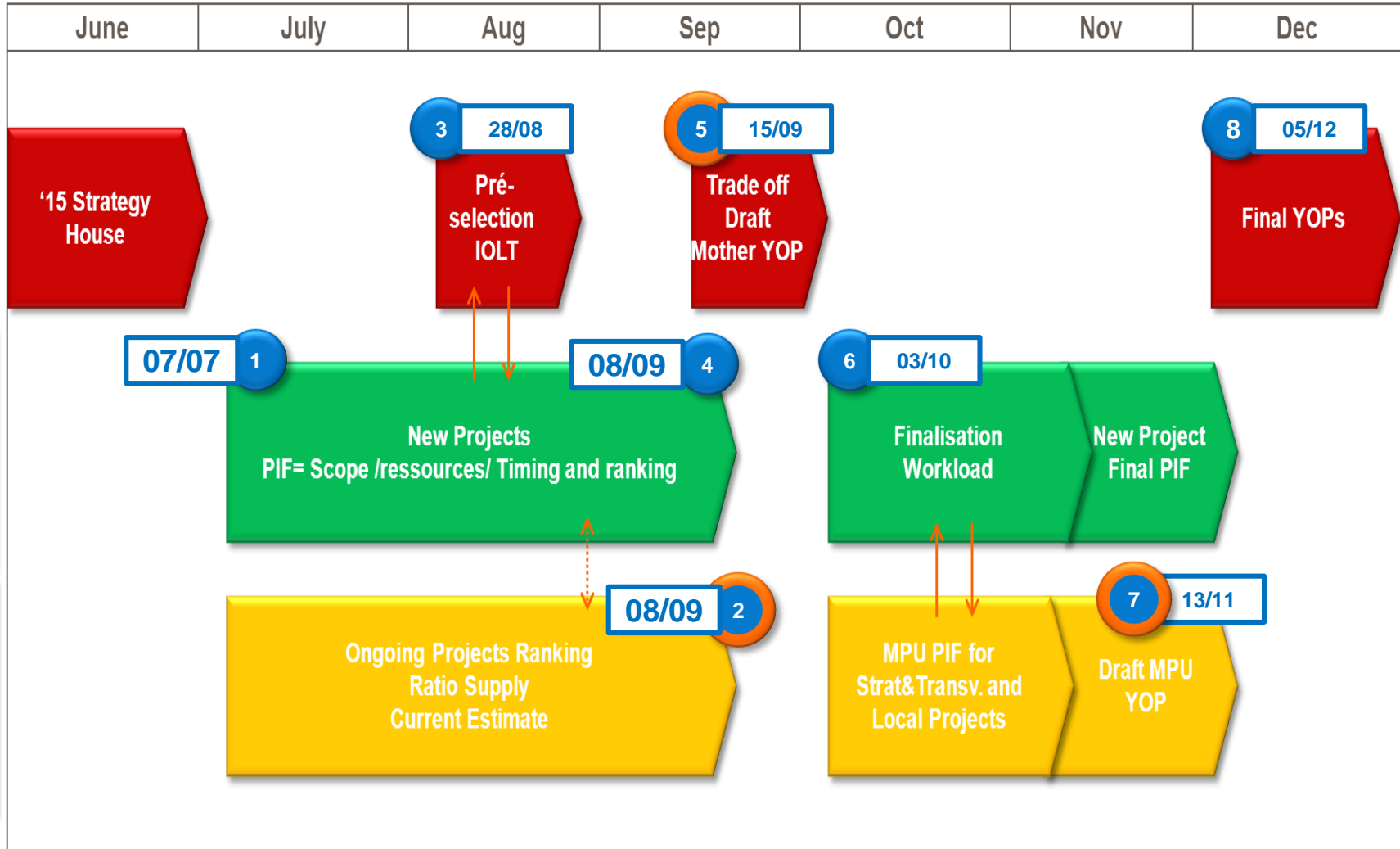
3 Key take away?

« GSK ways to align and cascade a portfolio of programs across several factories »

1. Start with the long term vision

2. Gate reviews and formal « Portfolio Review Board » will enable you to manage pro-activaly your portfolio

3. Formal calendar process aligned from Senior executives until department's Heads to enable trade off.
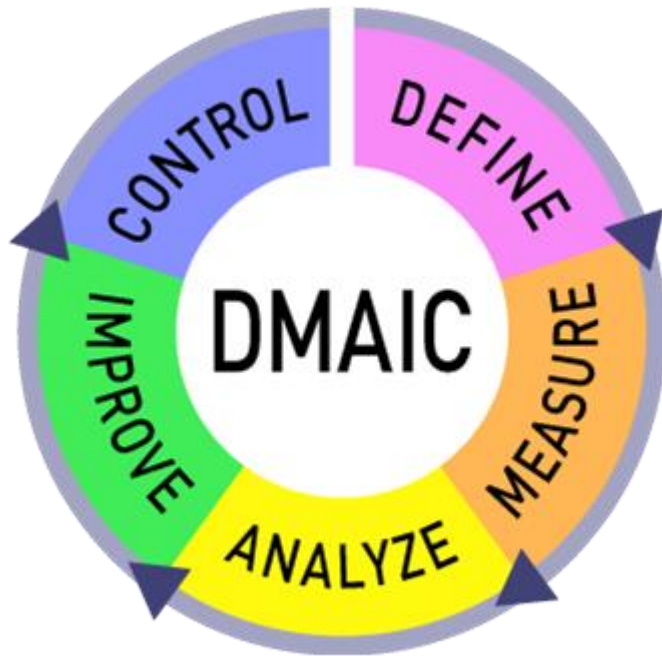
Continuous Improvement Projects Selection

Theory vs. Practice

A real life example

Continuous Improvement projects selection – On paper

| Step 1 : Project ideation | Step 2 : DMAIC Project scoring and selection | Step 3 : Get endorsement from Project Committee according to applicable PMO governance | Step 4 : Follow up of Definition, Execution, Closure as per standard project governance |

Continuous Improvement projects selection – **In practice**

Step 1 : Project ideation

Step 2 : DMAIC Project scoring and selection

Step 3 : Get endorsement from Project Committee according to applicable PMO governance

Step 4 : Follow up of Definition, Execution, Closure as per standard project governance

Top Down
(Strategy, Breakthrough Objectives …)

Bottom Up
(BSC, Problem solving, …)

What have we done ?

- Reminded the leadership team that picking the right projects is a key responsibility of organizational leadership.
- "Post It" session with leadership team to list the reasons why we ended up in such a situation.
- List the projects and link them again with latest strategic objectives.
- Abandon the ones that were not matching.
- Moving from a portfolio of 20 projects to 5-7 projects.
- Decide that we need to work on strategic planning tools and process (increase maturity within the organization)

What do we want to do next ?

Create positive experiences by :

- Develop leaders in strategic planning tools
- Encourage executives to use more structured methodology/proposed tools for next strategic planning cycle
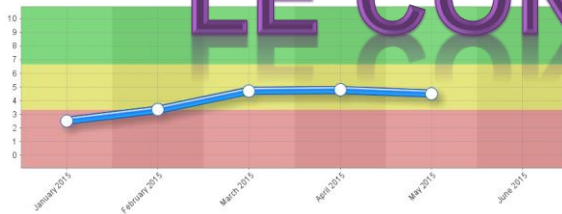
What have we done ?

The details

Projets Green Belt

Nos projets sont abandonnés ou prennent du retard par rapport au planning initial

- **Sur 20 projets Green Belt :**
  - 7 Projets abandonnés (2) ou mis on hold (5)
  - 4 Projets dans le rouge au niveau planning

Balanced Scorecard : KPI projets green belt pas à l'objectif

D'ACCORD AVEC
LE CONSTAT ?
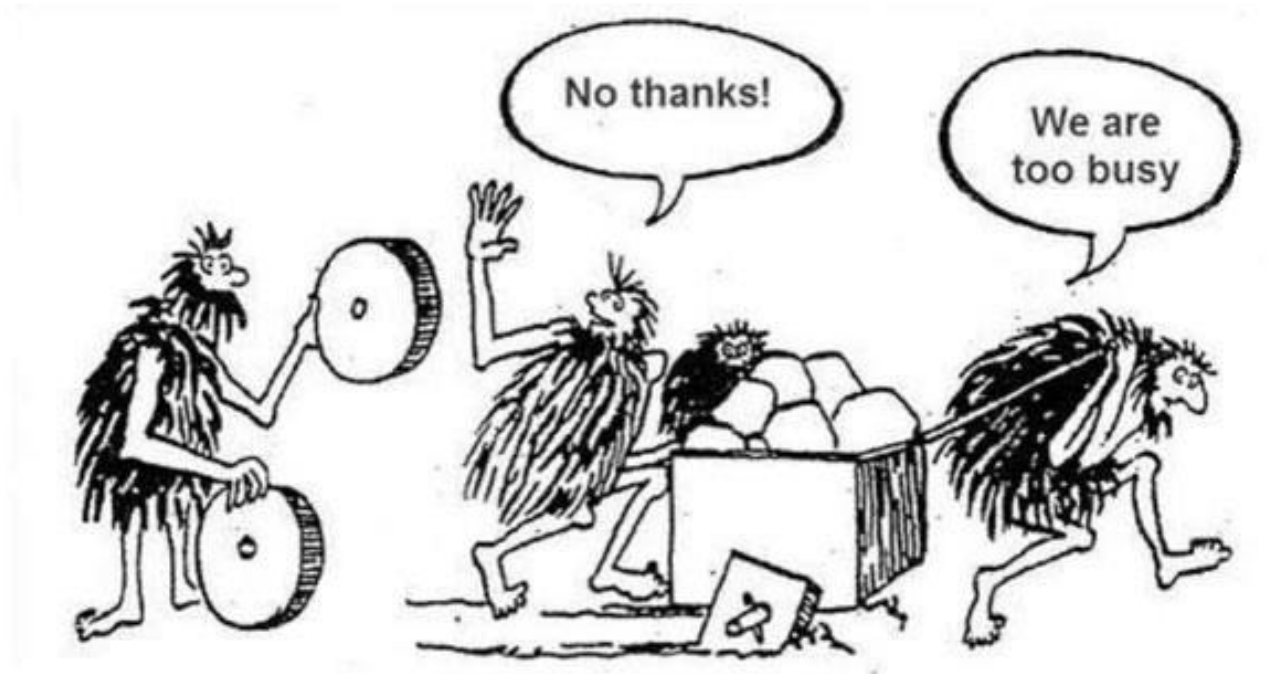
Projets Green Belt

Projets Green Belt

PERFORMANCE = SAVOIR X POUVOIR X VOULOIR
PERFORMANCE = KNOW X ENABLE X WANT

Les Causes
Résultat du brainstorming

Vouloir :
- Alignement avec les axes stratégiques
- Priorité pour le Management/ pour le Sponsor
- Processus de sélection des projets
- Priorité pour l'équipe projet

Pouvoir :
- Ressources – Projet Leader
- Ressources – L'équipe
- Choix/Sélection du project leader
- Choix/Sélection du Sponsor

Savoir :
- Culture et support du Sponsor
- Connaissances Project Leader
- Culture lean

Les Recommandations

CAUSES ➡️ **RECOMMANDATIONS**

Vouloir :
- Alignement avec les axes stratégiques
- Priorité pour le Management/ pour le Sponsor
- Processus de sélection des projets
- Priorité pour l'équipe projet

Pouvoir :
- Ressources – Projet Leader
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- Choix/Sélection du project leader
- Choix/Sélection du Sponsor

Savoir :
- Culture et support du Sponsor
- Connaissances Project Leader
- Culture lean

Vouloir :
- Lier les projets Green Belt à la stratégie
- Lister les projets non CAPEX venant du top et des autres dpt afin d'avoir la vue complète sur le portefeuille
- Finaliser le brainstorming des idées projet
- Outil de sélection du projet : challenger l'input reçu de façon plus importante

Pouvoir :
- Arrêter de le faire « en plus », considérer le project leader comme à 0.6 FTE pour le dpt

Savoir :
- S'assurer que tout les sponsors soient familiés avec la culture lean et y adhèrent

Plan d'action

RECOMMANDATIONS → Plan d'action

Vouloir :
- **Lier les projets Green Belt à la stratégie**
- **Lister les projets non CAPEX venant du top and des autres dpt afin d'avoir la vue complète sur le portefeuille**
- **Finaliser le brainstorming des idées projet**
- **Outil de sélection du projet : challenger l'input reçu de façon plus importante**

Pouvoir :
- **Arrêter de le faire « en plus », considérer le project leader comme à 0.6 FTE pour le dpt**

Savoir :
- **S'assurer que tout les sponsors soient familiés avec la culture lean et y adhèrent**

2 actions provenant des recommandations sélectionnées dans un premier temps

1. Lier formellement les idées de projets Green Belt aux axes stratégiques de BTO (lien avec LRP)

2. Finaliser le brainstroming des idées de projets et avoir une liste partagée

What do we want to do next ?

The details

Where do we want to improve ?
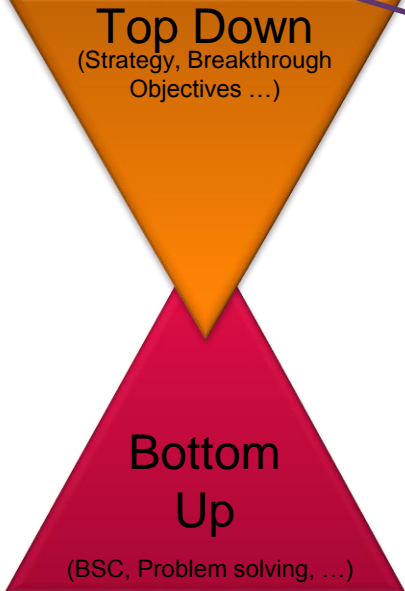
Step 1 : Project ideation

Step 2 : DMAIC Project scoring and selection

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Top Down
(Strategy, Breakthrough Objectives …)

Bottom Up
(BSC, Problem solving, …)

No Go

Go

Work on the upstream part of the process:

By using Hoshin Kanri Starting from Value Stream Map

ucb

Value Stream Mapping

June 16th 2017

DEVELOPMENT   DELIVERY   SUPPLY

more products. better treatments. reliably supplied.™

OpEx Vision: Value Stream Map

2 **"Ideal State"**

3 **"Future State"**

1 **"Actual State"**

P D A C

4
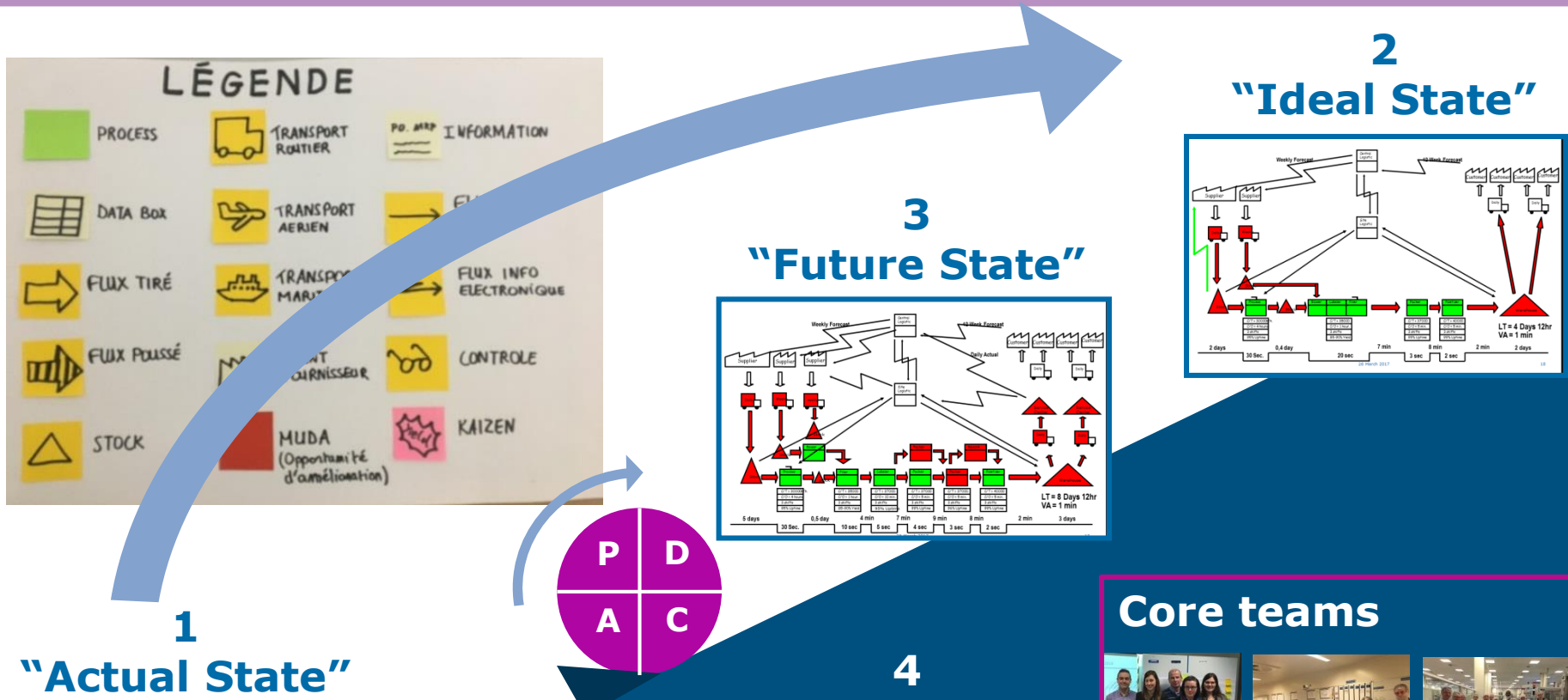
Project List
- Components Quality
- Samples flow
- Batch size
- Additional tank
- …

Core teams

Milestone
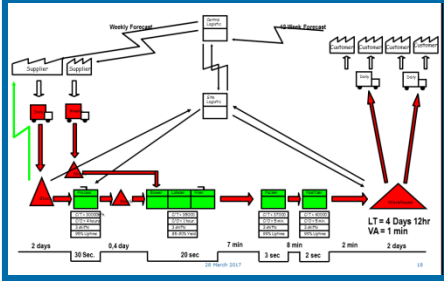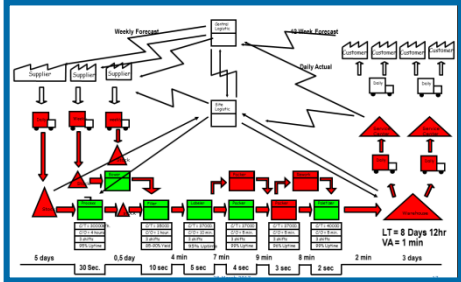
Actual State
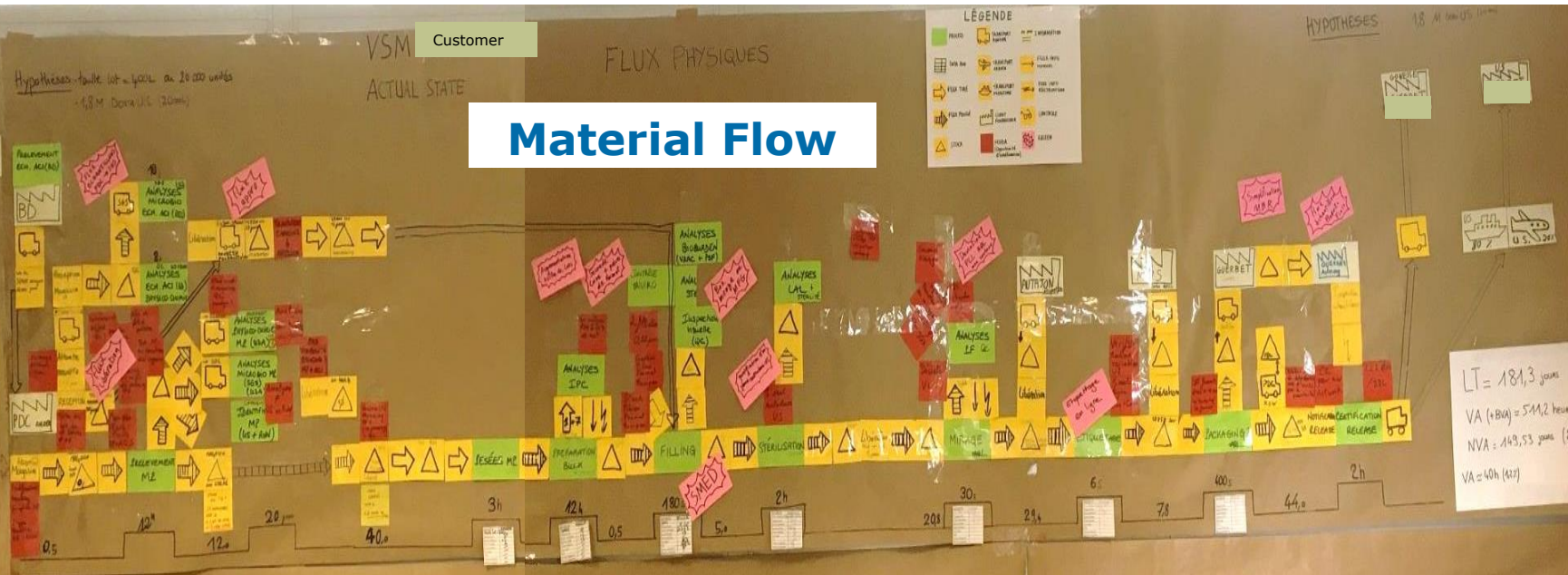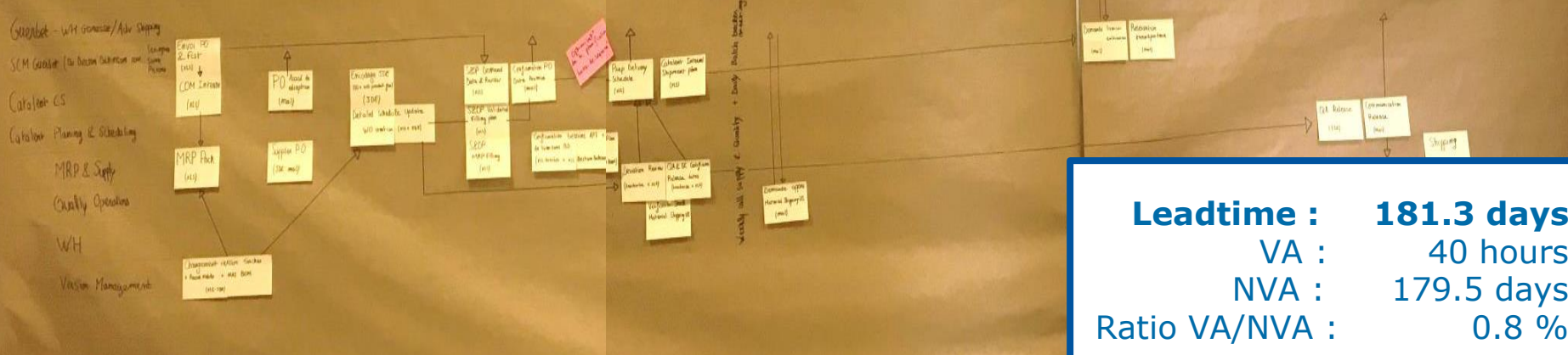
Leadtime : **181.3 days**
VA : 40 hours
NVA : 179.5 days
Ratio VA/NVA : 0.8 %

Ideal State

IDEAL STATE : Full Service

SUPPLY
Customer

SUPPLY CATALENT
JDE

RHODIA
BD
SIMAFLEX

GONESSE
Customer
US

16j
Analyse
Libération

CONTRÔLE ENVIRO + IPC

17j
STÉRILITÉ LAL
ANALYSE PF?
(avant vent)

Libération
Certification Release

100%

Reception magasin | DATA MEGLU GADO SER JOINT | Preparation bULK | Filling Sterilisation Mirage AQL | US = ROW 10mL 15mL 20mL | Etiquetage + +AQL Packaging

15h   0,05h   2h   0,008h   0,11h
16j   17 j   2 j

LT: 35,7 j
VA: 0,7 j
NVA: 35 j

Breackout Session: " From.... To..... " exercise

Split in 4 Groups and look for tools to go,

How to select continuous improvement projects and ensure strategic alignment?

1. *"**From** short term projects **To** sustainable long term vision"*

2. *"**From** few advocate **To** full sponsorship"*

3. *"**From** low project team engagement **To** high committed team"*

4. *"**From** pet project **to** breakthrough impact full initiative supporting the strategic plan"*

ISPE®

Share experiences, feedback session, discussion

How to select continuous improvement projects and ensure strategic alignment?

From…	Key topics for change	To…

1. Short term projects

Escalate / move forward

Real invest & improvement ideas

Project List

Quick fix

Tier 1 2 3

Inform on vision

Decision making criteria for funnel
- Cost / Benefits / Business case
- Prioritization / Management / capacity
- Structure / tree
- Standard work
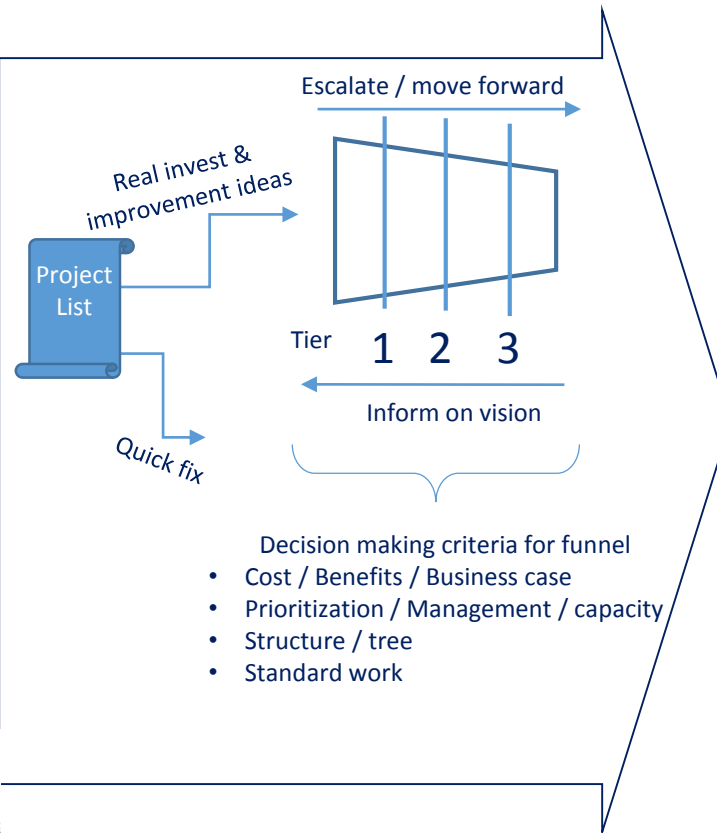
1. Sustainable long term vision

ISPE®

How to select continuous improvement projects and ensure strategic alignment?

From…	Key topics for change	To…

2. Few advocate

1. **Define a stakeholder Management Strategy and link it to the communication strategy / Ensure role modeling of key opinions' leaders**
2. **Have the results / advancement visible for all**
3. **Explain the why of the project (benefits) and the link with the strategy**
4. **Formalize it into everyone's objectives.**
5. **Make sure every one is concerned by the project and potential personal opportunities**
6. **Acknowledge shopfloor results**
7. **Let the team shopfloor decide how**
8. **Limit the number of projects (SMART targets)**

2. Full sponsorship

How to select continuous improvement projects and ensure strategic alignment?

From…	Key topics for change	To…

3. Low project team engagement

Engagement Cycle

1. **UNDERSTAND:**
   - Business case
   - Yellow Belt Training
2. **ACCEPTABLE**
   - Make the project feet with the employee Value
   - Sustainability of the company, Safety Ergonomic
3. **INVITED TO PARTICIPATE**
   - Not "Forced to", ➔ "Due to your specific skills
4. **RECOGNITION**
   - Team members presenting the project
5. **MAKE THE STRONG RESULTS VISIBLE**
   - Measure and communicate results
6. **CELEBRATING SUCCESS**
   - Event , Team Building

3. High committed Team

How to select continuous improvement projects and ensure strategic alignment?

From…	Key topics for change	To…

4. Pet project

1. **Clustering Tree**
2. **Governance around ideation**
   - **Scoring**
   - **Business case**
   - **ROI**
   - **Heat map / Piloting**
3. **White Board**
   - **Communication and Visibility**
4. **Sell and convince**
5. **Diagnostic Phase**
   - **External**
   - **Reviewed**
6. **Leadership**

4. Breakthrough impact full initiative supporting the strategic plan

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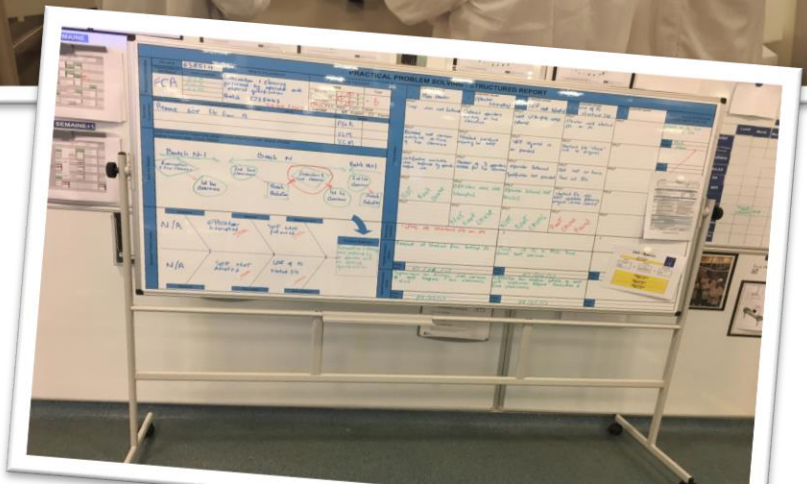
The team

Participants

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