How to select continuous improvement projects and ensure strategic alignment?
Introduction

Shared Interested Group

GMP Shared Interests Group

What is driving Operational Excellence (Optex) in the pharmaceutical industry?

- How is Catalent embracing its "Patient First" culture?
- What tools are used in UCB manufacturing sites to deploy Optex?
- How is GSK transforming based on a 12-week Project Life Cycle?

Join Ludovic, Frederic and Denis in the newly created Shared Interests Group on a discussion on

« How to Balance Lean Transformation & Manufacturing Agility with respect of cGMP, data integrity, and CFR part 21 »

When: Friday 11th February, 9h00 - 16h00
Where: GSK, Ware, Salle Blanc

Contact us now to reserve your place (max. 25): ispebelgium@ispe.org

This is the first of quarterly meetings which will rotate among the various ISPE members' sites. We are looking forward to meeting you!
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: 46%
- Veterinary: 11%
- Contract manufacturer: 8%
- Cosmetics / Neutraceuticals: 22%
- CROs / Clinical Materials: 2%
- Service Provider / Consulting: 1%
- Educational / governmental: 1%
- Engineering / Architecture / Construction: 1%
- Equipment / Material Supplier: 3%
- Others: 1%

Gender

- Male: 17%
- Female: 83%

Top 10 contributors

- Janssen
- GSK
- UCB
- Baxter
- Siemens
- Egemin
- Alcon
- Zoetis
- Pfizer
- Merck
- dbD NV

# Members
# Europe Membership Development

<table>
<thead>
<tr>
<th></th>
<th>members nov/15</th>
<th>retention</th>
<th>Growth</th>
</tr>
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<tr>
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<td>306</td>
<td>84%</td>
<td>10.87%</td>
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<tr>
<td>France</td>
<td>217</td>
<td>74%</td>
<td>-8.05%</td>
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<tr>
<td>DACH</td>
<td>1036</td>
<td>87%</td>
<td>9.86%</td>
</tr>
<tr>
<td>Ireland</td>
<td>457</td>
<td>78%</td>
<td>4.82%</td>
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<tr>
<td>Italy</td>
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<td>83%</td>
<td>6.36%</td>
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<td>Netherlands</td>
<td>245</td>
<td>81%</td>
<td>1.24%</td>
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<tr>
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<td>73%</td>
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<td>8.54%</td>
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<td>-2.99%</td>
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<td>71%</td>
<td>7.21%</td>
</tr>
<tr>
<td>UK</td>
<td>798</td>
<td>83%</td>
<td>2.31%</td>
</tr>
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</table>

Source: Membership Stats Linda Walls

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

About the Belgium Affiliate
For more than 25 years, the ISPE Belgium Affiliate has been active in Belgium offering added value to all active professionals in the Life Science Industry.

The ISPE Belgium Affiliate organizes full-day seminars, site visits, workshops, table top exhibitions, etc., which always include the opportunity for networking and sharing experiences with colleagues in the local area. All ISPE Belgium Affiliate news and initiatives are announced via this website and e-mail communications.

Read more about the Belgium Affiliate

Join the ISPE Belgium Affiliate
To join the ISPE Belgium Affiliate you must first join ISPE then select the ISPE Belgium Affiliate as your Affiliate during the join process.

Linkedin Group
Please also join the ISPE Belgium Linkedin group: ISPE.BELGIUM

Events
- ISPE Belgium Affiliate SIG Technology Transfer (27 Mar 2015 – 12 Mar 2015)
- ISPE Belgium GAMP COP Benelux Mobile Applications (28 Apr 2015 – 29 Apr 2015)
- 2016 Brussels Training (22 May 2016 – 23 May 2016)
- ISPE Belgium Affiliate Young Professionals Networking Event (20 Jun 2016 – 21 Jun 2016)

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
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

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-Clinical
- Pre-Formulation Formulations for Toxicology Studies
- Solubility Screening for Animal Testing
- Solid-State Screening
- Cell Line Engineering & ADC Technology

Phase I
- First in Man
- Advanced Drug Delivery Technology
- Bioavailability Solutions
- Therapeutic Profile & Patient Adherence Improvements

Phase II
- Biomanufacturing
- Integrated Analytical Services
- Regulatory Support

Phase III
- Product Optimization
- Scale-Up
- Validation
- Tech Transfer

Commercial
- Line Extensions
- Dose Improvements & Differentiation
- Global Launch Supply
- Back-Up Supply

Prefered Consumer Dose Forms
Flexible Manufacturing

OptiForm® Solution Suite
OptiForm® API Solid State Screening
OptiDose™ CR
FastChain® Demand LED Supply
Rp Scherer Softgel
Advasept® Glass-Free Injectable Solutions
Zydis® Fast Dissolve Technologies
Preferred Consumer Dose Forms
A GLOBAL NETWORK SPANNING FIVE CONTINENTS
+30 SITES SUPPLYING +70B DOSES OF +7000 PRODUCTS TO +1000 CUSTOMERS

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

LATIN AMERICA
BUENOS AIRES, ARGENTINA
INDAIATUBA, BRAZIL
MONTEVideo, URUGUAY
SOROCABA, BRAZIL

EUROPE
APRILIA, ITALY
BATHGATE, U.K.
BEINHEIM, FRANCE
BOLTON, U.K.
BRUSSELS, BELGIUM
CHAM, SWITZERLAND
DARTFORD, U.K.
EBERBACH, GERMANY
LIMOGES, FRANCE
SCHORNDORF, GERMANY
SWINDON, U.K.

ASIA PACIFIC
BRAESIDE, AUSTRALIA
DEE WHY, AUSTRALIA
HAINING, CHINA
KAKEGAWA, JAPAN
SHANGHAI, CHINA
SINGAPORE
TOKYO, JAPAN

BIOLOGICS
CLINICAL SUPPLY SERVICES
DEVELOPMENT & ANALYTICAL SERVICES
INHALATION
INTEGRATED PACKAGING
ORAL SOLID SOLUTIONS
PARTICLE SIZE SCIENCES
SOFTGEL TECHNOLOGIES
STERILE TECHNOLOGIES
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
WHY CATALENT?
Unrivaled experience, expertise, and track record of market successes on a global scale.

180+ PRODUCTS LAUNCHED ANNUALLY

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

TOUCHEDE 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
Catalyst + Talent. Our name combines these ideas.

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

<table>
<thead>
<tr>
<th>Total Site</th>
<th>26.000m²</th>
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</thead>
<tbody>
<tr>
<td>Building Surface</td>
<td>15.000m²</td>
</tr>
<tr>
<td>Sterile Area</td>
<td>2.600m²</td>
</tr>
<tr>
<td>Packaging Area</td>
<td>2.300m²</td>
</tr>
<tr>
<td>Warehouse</td>
<td>2.400m²</td>
</tr>
<tr>
<td>Laboratories</td>
<td>750m²</td>
</tr>
<tr>
<td>Offices</td>
<td>1.800m²</td>
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</tbody>
</table>
Specializing in the manufacturing of sterile fill/finish of prefilled syringes

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

<table>
<thead>
<tr>
<th>Full automated auto injector assembly line</th>
<th>Evaluation on full carton packaging line for Auto injectors</th>
<th>Biologics filling line in idle suite</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Auto Injectors" /></td>
<td><img src="image2.png" alt="Carton Packaging Line" /></td>
<td><img src="image3.png" alt="Biologics Filling Line" /></td>
</tr>
<tr>
<td><strong>FAT</strong> - May 2017</td>
<td><strong>Evaluation</strong> on full carton packaging line for Auto injectors</td>
<td><strong>Biologics filling line in idle suite</strong></td>
</tr>
<tr>
<td><strong>Installation</strong> - June 2017</td>
<td><strong>Operational ready</strong> - 2017</td>
<td></td>
</tr>
</tbody>
</table>

- Peristaltic and rotary piston filling mechanisms
- Insertion tube and vacuum stoppering
- Disposable system design
- Automated IPC
- Temperature controlled
- Flexible vial and cartridge
« 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

DEFINITION OF LONG TERM VISION AND BREAKTHROUGHS

PRESENT TIME YEAR Y

100 % PROCESS ARE STANDARDIZED AND STABILIZED

N°1 IN QUALITY OF ALL COMPANY PLANTS

15 YEARS LONG TERM VISION

10 YEARS MID TERM OBJECTIVES (BREAKTHROUGHS)

5 ANS SHORT TERM OBJECTIVES

N°1 IN QUALITY IN THE MARKET

LONG TERM VISION

Y1 Y2 Y3 Y4 Y5 Y6 Y7 Y8
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
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 Stabilized Process
- Employee development
- ...
MAJOR TOPIC: "STANDARDIZED AND STABILIZED PROCESS"

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

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

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

PROJECT #3: Launch WI in Supply chain
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

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

#### ACTIONS A VENIR
- XXX
- XXX
- VVVVV

#### ACTIONS REALISÉS
- XXX
- XXX
- VVVVV

#### DESCRIPTION PROJET
- XXX
- XXX
- VVVVV

#### WHAT HAVE BEEN DONE ?

#### WHAT WILL BE DONE NEXT ?

#### STATEMENT:
WHAT DID WE LEARN ?

#### TEAM

#### GANTT PLANNING

#### METRICS

#### STEP #4 : PROJECT FOLLOW UP

EXAMPLE OF PROJECT A3 POSTER
Every Year,
Top Management brings one improvement to the Hoshin Process:

- Increase the number of participants 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
« 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!**

### STRATEGY HOUSE

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

**Focus of this**

- **Strategic Programs & Projects**
- **Operational Plans**
- **Transversal & Local Projects**
- **KPI’s & TARGETS**
Importance of Gates reviews
Phases, Gates and Deliverables

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

Accept Request
Accept pré-PIF
Accept PIF
Accept Reg. Assessment
Accept Project Closure

Strategy
Pré-PIF
PIF
Regulatory Assessment Strategy
Regulatory Actions

Ranking/Score
+ 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)

<table>
<thead>
<tr>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>5</td>
<td>6</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>07/07</td>
<td>28/08</td>
<td>15/09</td>
<td>03/10</td>
<td>13/11</td>
<td>05/12</td>
</tr>
</tbody>
</table>

- **IOLT/BOLT**
  - ‘15 Strategy House

- **Progs**
  - New Projects
    - PIF= Scope /ressources/ Timing and ranking

- **MPUs**
  - Ongoing Projects Ranking
    - Ratio Supply
    - Current Estimate
  - MPU PIF for Strat&Transv. and Local Projects
  - Draft MPU YOP

- **Final YOPs**
  - New Project Final PIF
  - Finalisation Workload
3 Key take away?

According to 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-actively 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

Top Down
(Strategy, Breakthrough Objectives …)

Bottom Up
(BSC, Problem solving, …)
Despite process and governance around projects:  
- Projects delayed  
- Projects deprioritized  
- Lack of resources  
- ...  

**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

CONSTAT

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

CONSEQUENCES

- Démotivation des chefs de projet
- Démotivation des équipes
- Changement de culture vers une mentalité lean ne s'opère pas au rythme voulu
- Impact à moyen terme sur les possibilités pour BTO de « doubler son impact »
Projets Green Belt

Brainstorming sur les CAUSES

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**

**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

**RECOMMANDATIONS**

**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

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
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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 brainstorming 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

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

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

Work on the upstream part of the process:

- Top Down (Strategy, Breakthrough Objectives …)
- Bottom Up (BSC, Problem solving, …)

- By using Hoshin Kanri
- Starting from Value Stream Map
OpEx Vision: Value Stream Map

1. "Actual State"

2. "Ideal State"

3. "Future State"

4. Core teams

**Project List**
- Components Quality
- Samples flow
- Batch size
- Additional tank
- ...

**Milestone**
Actual State

Material Flow

Information Flow

Leadtime: 181.3 days
VA: 40 hours
NVA: 179.5 days
Ratio VA/NVA: 0.8%
Ideal State
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”
Share experiences, feedback session, discussion
How to select continuous improvement projects and ensure strategic alignment?

From...

1. Short term projects

Key topics for change

To...

1. Sustainable long term vision

Decision making criteria for funnel:
- Cost / Benefits / Business case
- Prioritization / Management / capacity
- Structure / tree
- Standard work

Project List

Tier 1 2 3

Escalate / move forward

Real invest & improvement ideas

Quick fix

Inform on vision
How to select continuous improvement projects and ensure strategic alignment?

From...

2. Few advocate

Key topics for change

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)

To...

2. Full sponsorship
How to select continuous improvement projects and ensure strategic alignment?

From...

3. Low project team engagement

To...

3. High committed Team

Key topics for change

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
How to select continuous improvement projects and ensure strategic alignment?

From...

4. Pet project

Key topics for change

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

To...

4. Breakthrough impact full initiative supporting the strategic plan
The team
## Participants

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