

## ***Case Study: Translating Biotech Strategy into Action for Manufacturing***

### **The Ask:**

In a previous assignment, Primecore had aided the Leadership team in the development of a global operations strategy. As a follow-up to that work, this assignment was to translate a clearly defined strategy to deliver the companies Long Range Plan (LRP) into a series of verifiable time-bound objectives for each of the regions and the individual sites.

### **The Approach:**

- First, a gap analysis was performed on the ‘as is’ network versus the optimum network needed to deliver the product portfolio five years into the future.
- From the gap analysis, a plan was put in place of individual programs which would need to be executed in order to deliver the future state. Constraints were then placed on the plan in situations where the benefit to the company did not warrant the investment needed to deliver the objective (weak or non-existent business case).
- Each region and site were then given a list of objectives along with timelines for both the planning and delivery of these objectives.

### **Outcomes:**

Through the process, clear and consistent messaging of the regional operations’ objectives were effectively delivered to all the sites globally. This communication was essential to the success of the subsequent individual programs as the strategy and its objectives were clear.

Once clear objectives were established, there was consistency from year to year in their execution, with the objectives only requiring minor adjustments.

Capital investments in the Biologics industry have long lead times (five to six years) which require careful and consistent planning if they are to deliver the company objectives on schedule. The process accounted for that and was critical to successful delivery and realization of the benefits.

