



# Implementing Strategy-based Process Transformation Management for a Biotechnology Company

## Summary

Implementing Strategy-based Process Transformation Management is crucial for a biotechnology company seeking to enhance its performance and streamline its processes. By adopting a strategy-based approach, the company can align its direction and priorities with its overarching goals. This entails identifying areas for performance improvement, implementing efficient process management techniques, and engaging in related activities that contribute to the company's growth and success. Through a well-defined strategy, the biotechnology company can optimize its operations, drive innovation, and ultimately achieve a competitive edge in the dynamic biotech industry.

## Organization Background

The new CEO of a prominent biologics organization faced the challenge of aligning process improvement initiatives with the overall strategy of the company. As the organization experienced rapid growth, it became evident that many of its processes were still carried out manually, resulting in inefficiencies and errors. Recognizing the need for improvement, the CEO initiated process management activities and introduced various initiatives to streamline operations. However, despite these efforts, the implementation of these activities did not progress as quickly as desired, posing a hindrance to achieving the desired outcomes.

The CEO's focus on process transformation aimed to address the existing shortcomings and optimize the organization's performance. By aligning process improvement initiatives with the overarching strategy, the biologics company aimed to eliminate manual inefficiencies and errors, leading to enhanced productivity and quality. Although the organization had taken steps towards process management, the challenges of executing these activities at the desired pace highlighted the need for a more comprehensive and strategic approach.

## Business Challenge

The organization aimed to scale up its new engineering product unit and stabilize revenue and profits for existing units to ensure financial health. However, many processes still relied on manual work, hindering efficiency due to a lack of adjustment to the new business reality. Functional silo thinking and working remained common, contributing to increasing complexity throughout the organization.

To address these challenges, strategic initiatives were undertaken to streamline processes, promote integration, and adapt to the changing business landscape, ensuring long-term success and financial stability. The company used the BPM-D Application to identify which high impact processes to focus on and align initiatives with related priorities. They evaluated existing projects regarding their impact on the strategy and identified which new initiatives to launch to achieve defined goals.

## The Solution

A value-driven approach was applied to design and implement BPM capabilities and processes that enabled the organization to use resources where they provide best value during improvement initiatives.

- **Define Overall Operating Model:** Design the operating model to provide a top-down holistic view of the whole organization including each of its functions.
- **Targeting Value:** Create a value-driver tree to align business priorities and goals. Key input to enable identification of high-impact areas crucial for overall strategy execution.
- **Process Impact Assessment:** Identify high-impact, low-maturity processes using a value-driver tree and pragmatic prioritization approach.

- **Detailed Process Assessment:** The analysis included cross-functional processes from high-impact areas as identified in "Targeting Value". The assessment shows specific improvement potentials, additionally where to simplify and automate processes.
- **Establish Accelerators for BPM:** Identify methods and tools that streamline the execution and performance journey, leveraging the existing process management and business model architecture information.
- **Define Road map:** Define future improvement opportunities in work packages. Define outcomes, value towards the overarching goals, and a rough cost-benefit estimation.

## Results

- Strategy-based priorities of performance improvement and related activities.
- New CEO can start with clear and actionable plan for executing on his strategy.
- Transparency over high-impact and commodity processes to adjust focus when necessary.
- Set up of the defined process management discipline, roll-out started in operations to support scalability and change management.
- Identification of improvement opportunities created basis for value-driven automation, simplification and improvement projects.
- Systematic knowledge transfer while applying specific tools.
- Possible performance improvement projects are defined and ready to be executed to enable significant impact already by the end of the year.

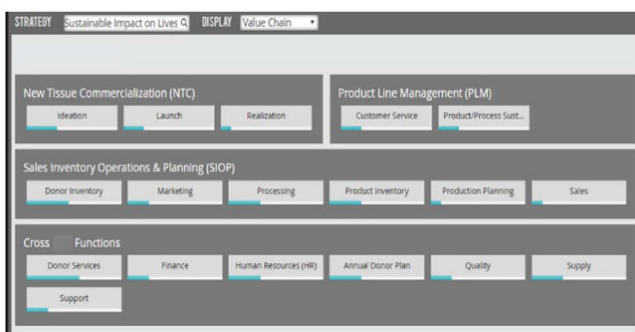


Figure 1: Operating Model - Holistic view of the whole organization including each of its own functions.

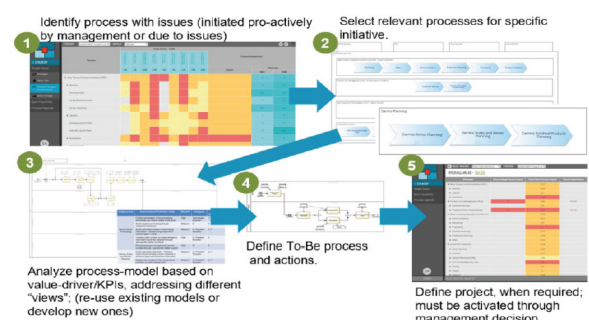


Figure 2: BPM Accelerators - methods and tools to streamline the execution and performance journey.

Do you have questions on these subjects, or would you like to talk with us about specific projects? Simply send us an e-mail or give us a call!

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