

A background image showing a person in a white lab coat with a stethoscope around their neck, set against a blurred background of a laboratory or office setting.

# Triple throughput in less than one year for a leading Health Research Company

## Summary

This case study examines the successful transformation of a fragrance research company, focused on health-related products, which aimed to elevate its process capabilities and enhance process transparency. By implementing a series of strategic initiatives, the company achieved remarkable results, including a significant improvement in throughput, ultimately tripling their output within a period of less than one year.

## Organization Background

A leading fragrance research company faced a critical challenge of improving its safety assessment throughput to meet the demands of its stakeholders. With a mounting backlog of assessments, it became evident that the organization needed to enhance the transparency of its end-to-end processes and improve communication to expedite the completion of safety assessments. The company recognized that addressing these issues was crucial to satisfying stakeholder demand and maintaining its position as a leader in the industry.

To tackle the problem, the fragrance research company embarked on a comprehensive transformation journey. The primary objective was to increase the visibility and understanding of the existing processes, enabling the identification of bottlenecks and areas for improvement. By enhancing process transparency, the organization aimed to streamline workflows and facilitate better communication among the various teams involved in safety assessments. This strategic approach would lead to accelerated completion times and the ability to handle a higher volume of assessments, ultimately meeting stakeholder expectations more effectively.

## Business Challenge

The safety assessment process has high complexity with varying lead times and external dependencies, which resulted in inefficiencies and slow-moving process. The existing operations, processes and performance lacked transparency, had low process maturity and many new hires which contributed to the low numbers of safety assessments completed per year.

In order to improve the process, increase the number of safety assessments and satisfy stakeholder demand, the BPM-D Framework, with its rapid process improvement approach, was applied at the organisation. This created the transparency necessary to identify relevant process issues, constraints, improvement opportunities and develop a roadmap to transform the organization's safety assessment process.

## The Solution

Our rapid process improvement approach was applied to the organisation to create the transparency necessary to identify process issues, define process improvements and develop a road map to transform the end-to-end assessment process.

Additionally, to move the process improvement forward, a process owner was assigned to manage and drive value across functional areas, new process performance metrics were implemented and appropriate work packages were defined.

- **Step 1:** Comprehensive assessment of current process challenges and improvement opportunities as related to people, process, technology.
- **Step 2:** Documentation of all safety assessment processes to increase transparency and process knowledge.
- **Step 3:** Development and implementation of new performance management systems – KPIs, metrics, processes, and prioritized work packages.
- **Step 4:** Enhancement of more efficient safety assessment operation model, future-state processes and improvement road map.

## Results

A compelling, fully costed business case that yielded the following benefits:

- Immediate improvements through pragmatic, yet effective process changes.
- Operating model changes to increase capacity and throughput by over 300%.
- Increased process efficiencies and streamlined inter-enterprise processes.
- Increased transparency through models and dynamic process repository.
- Lasting capabilities for effective process management and continuous improvement.
- Eliminate resource constraints and moved process performance to the next performance level.
- Collaborative approach to ensure alignment and buy in across the organization and its partners.

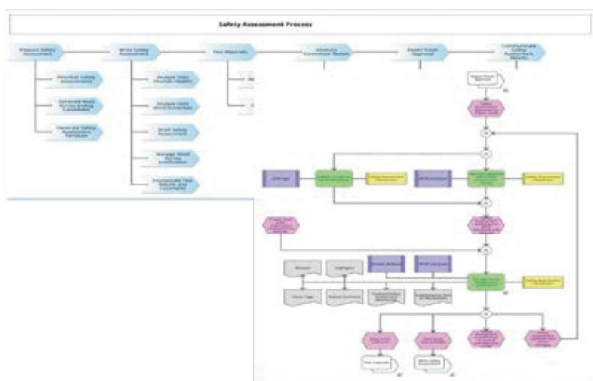


Figure 1: Process Documentation and Assessment



Figure 2: Process Improvement Opportunities

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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