Part II
Leading Operational Excellence: Outstanding Practices

“Victory comes through hard – almost slavish – work, team play, self-confidence, and an enthusiasm that amounts to dedication.”

This part of the book is intended to provide an overview of selected integrated approaches to managing Operational Excellence on a global scale, and to give insights into the most important aspects that should be focused on in professionalizing pharmaceutical OPEX. Five leading pharmaceutical companies share how they have reached the current stage of their OPEX programs, and explain the driving forces behind their decisions. We deliberately abstain from promoting the idea of an ideal OPEX program, as we believe that a successful framework has to be tailored to the very specifics of a company. By describing five quite different OPEX frameworks, we intend to supply readers with inspirations on how to design or enhance their own company’s program: We suggest readers take over those parts of successful practices that appear to be most suitable for their own journey to Operational Excellence.

In the second half of this part we provide insights into conditions and constraints in building up a new plant in India, outlining today’s possibilities of infrastructural ramp-up of pharmaceutical manufacturing. We proceed with valuable experience from a major global consultancy, the Boston Consulting Group. We use their approach to highlight aspects that need to be considered if an organization looks for real change instead of mere short-term impacts.

Another focus lies on the organizational framework that is necessary to truly embed OPEX in a company, a topic that has not yet received sufficient attention. Even OPEX-advanced industries like the automotive and electronics industry lack profound knowledge of the right degree of centralization of OPEX programs or the optimal number of respective experts in a global company. The final chapters of this

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part are dealing with integrated process development, matching problems with tools, plant complexity and knowledge management. Altogether, they provide the reader with empirical examples as well as a solid scientific foundation for the re-consideration of own OPEX programs or parts of it.