



Takeda Pharmaceuticals

Change management v prostředí, kde záleží
na každé hodině

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Better Health, Brighter Future



Agenda:

Predstavenie

Globálna biofarmaceutická spoločnosť
EDGE Program

Prípadová štúdia

Kontext
Detailný pohľad na supply chain
Prečo change management?
Metóda EPIC
Persona
User journey

Lessons learned

Rýchle poučky

Otázky

Globálna biofarmaceutická spoločnosť



ZALOŽENÁ

1781

OSAKA, JAPONSKO

Spoločnosť Takeda už viac ako 240 rokov rozvíja svoju bezúhonnú podnikateľskú činnosť a zároveň prechádza procesom nepretržitej transformácie.

MISIA

Prostredníctvom inovácií v medicíne sa usilujeme o zlepšenie zdravia ľudí na celom svete.

80 KRAJÍN A
REGIÓNOV

30+ VÝROBNÝCH
LOKALÍT

3 R&D
STREDISKÁ

NAŠI
ĽUDIA

NAJLEPŠÍ ZAMESTNÁVATEĽ V

39

KRAJINÁCH A REGIÓNOCH



20+ DIAGNÓZ LIEČENÝCH
NAŠIMI TERAPIAMI

40+ NEW MOLECULAR
ENTITY CLINICAL
STAGE ASSETS

EDGE Program



Enhanced Digital Global Experience program je továreň pre co-innovation a development digitálnych riešení na SAP Business Technology Platform, ktorá poskytuje end-to-end system life-cycle servis.



USER CENTRIC, CO-CREATIVE INNOVATION

Použitie UI/UX best practices a design-thinking na optimalizovanie riešenia business problémov. Stakeholderi a používatelia sú prítomní v celom procese developmentu a poskytujú včasný feedback



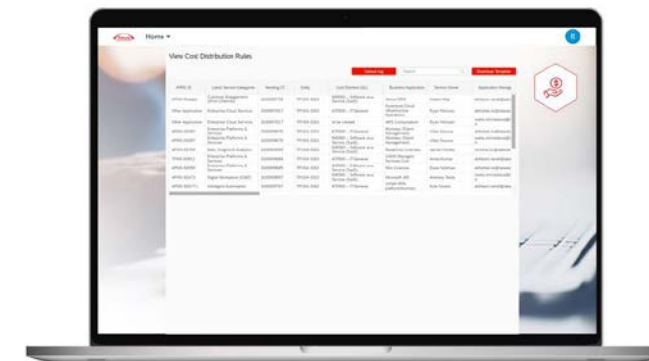
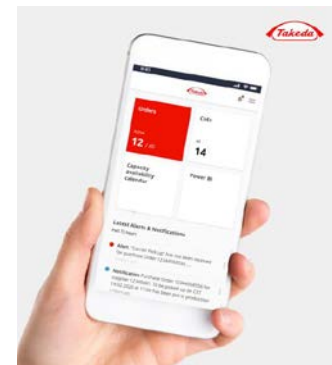
COMPLEMENT EXISTING SYSTEM LANDSCAPE WITH STATE OF THE ART TECHNOLOG

Priadanie hodnoty procesu použitím možností integrovanej SAP BTP platformy s možnosťou analýzy a agregácie dát s použitím pokročilej analytiky, machine learning, blockchain



DELIVER SCALABLE FAST- TO-MARKET PRODUCTS

Development scalable aplikácií a servisov v „továrni“, ktorá umožňuje zmeny teamu na základe backlogu a aktuálnych požiadavok s optimalizovanými nákladmi





Detailný pohľad na supply chain



KEY USERS

Interní používatelia



Zákaznícke centrum



KAM Supervízor



Key Account Manager (KAM)

Externí používatelia



Zamestnec nemocnice



Veľkopredajca

CHALLENGE



Obmedzená výrobná kapacita



72h expirácia



Kontrolovná preprava



Rôzne digitálne zručnosti a vedomosti



Priamy dopad na pacienta

Nemocnica



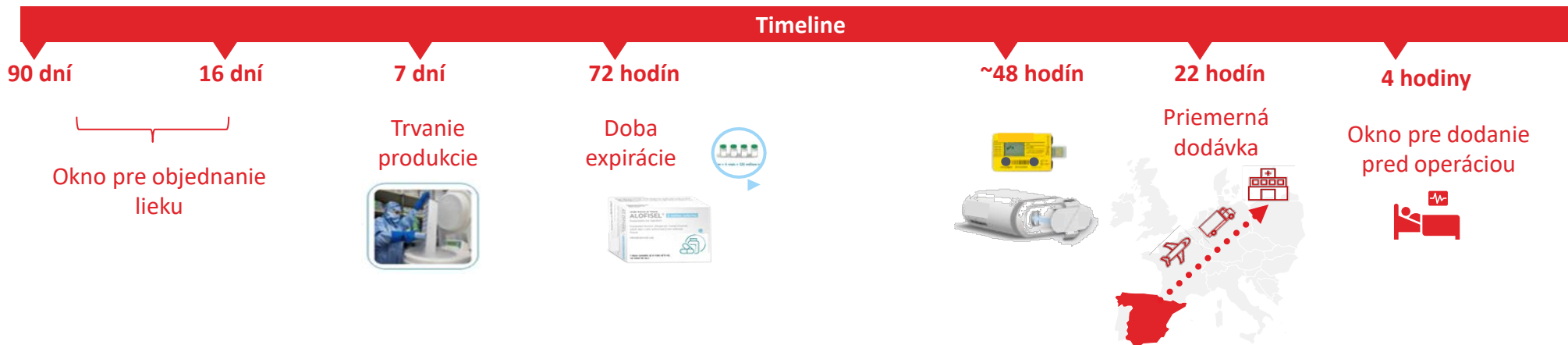
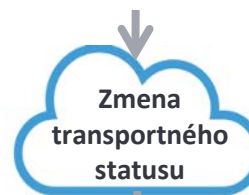
Továrň



Prepravca



Zákaznícke centrum



Prečo change management?



*„When we change our ways of working, we must minimize disruption to our colleagues in the business so that they can continue their **patient focus**.1“*

Projekty s úspešným change managementom majú šesť krát vyššiu pravdepodobnosť dosiahnuť očakávané výsledky.

6x

Nedostatok user adoption je primárnym dôvodom pre zlyhanie až 70% projektov.

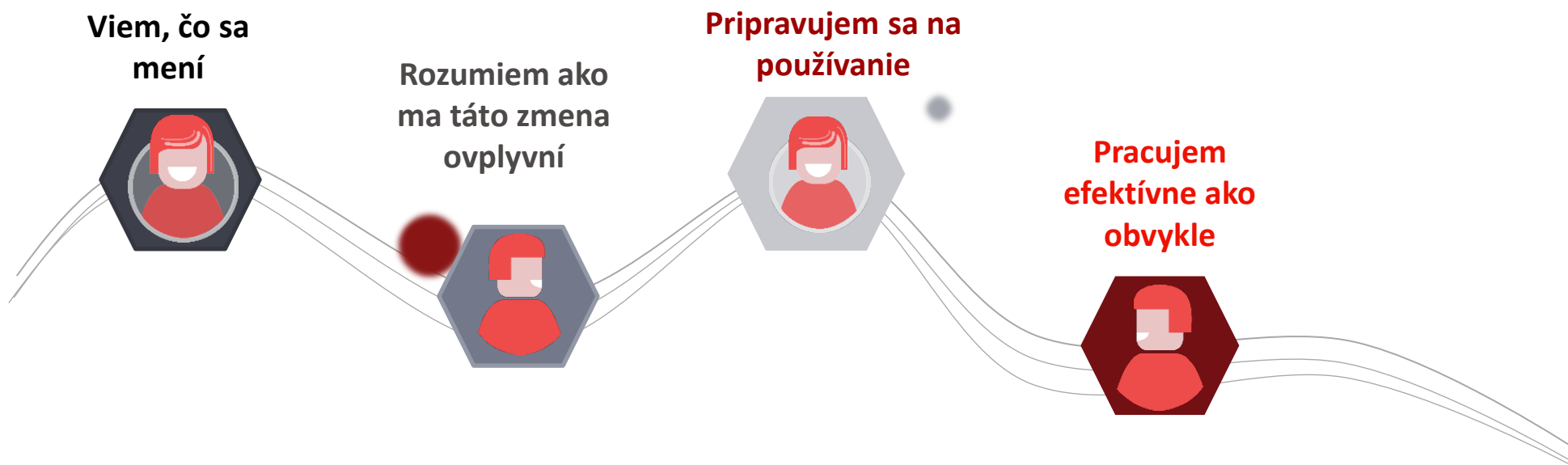
70%

Projekty, ktoré proaktívne implementujú správny OCM approach, dosiahnu plánovaný budget v 81% prípadov.

81%

Ak je change management neadekvátny alebo nevyžitý, šance dodať projekt včas klesajú na iba 16%.

16%



5 pilierov change managementu



Leadership Alignment & Stakeholder Management

Zabezpečenie silnej a viditeľnej podpory manažmentu a aktívne zapojenie kľúčových stakeholderov.



Change Impact Management

Zabezpečenie business continuity za pomoci včasnej identifikácie dopadov. Vytvorenie zodpovednosti za úspech na strane businessu a definovanie aktivít na minimalizovanie rizík.



Communication & Engagement

Budovanie dôvery vďaka transparentnej komunikácii o zmene, dopadoch a benefitoch tak, aby všetci poznali celý obraz a **chápali prečo je zmena dôležitá**.



Training & Knowledge

Získavanie vedomostí, **tréning, facilitovanie user adoption** a príprava na nové pracovné postupy. Formát je **prispôsobený schopnostiam a možnostiam používateľov**.



Change Monitoring & Business Readiness

Neustále meranie progresu a včasný **business & stakeholder readiness assessment**. Change management prebieha iteratívne **do konca system life-cycle**.

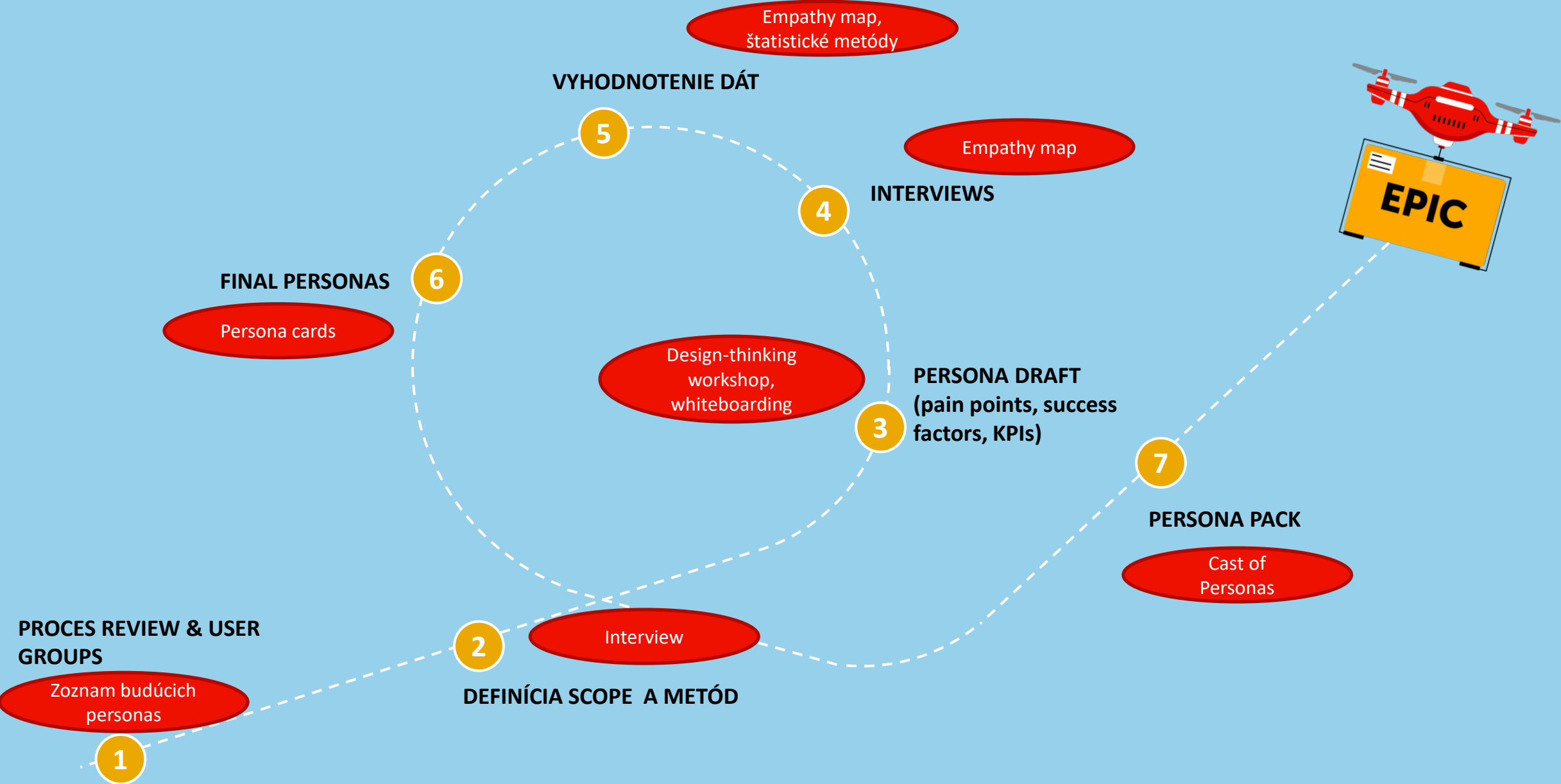


EPIC (ERP Products Innovation Continuous Improvement) je metodológia používaná v Takede najmä v oblasti product delivery a projektového manažmentu, ktorá poskytuje základné tooly a šablóny pre change management s cieľom úspešne inovovať a neustále sa zlepšovať.

ASET	POPIS
BOSCARD	Základné informácie o projekte (Benefits, Objectives, Scope, Constraints, Assumptions, Risks, Deliverables)
Final report	Detailný report z design šprintu obsahujúci solution design, architektúru, stakeholder mapu, personas a benefit analysis a ďalšie informácie
Value Realization Framework	Analýza pridanej hodnoty pre core values Patient-Trust-Reputation-Business
Change Impact Assessment (CIA)	Dokument zo šprintu 0 špecifikujúci personas na základe: 1. Dáta 2. Vedomosti, schopnosti 3. Rola 4. Pravidlá a policy 5. Procesy a úlohy 6. Technológia 7. Správanie
Change Action Plan (CAP)	Change Actions preložené do Change Events s realizačným a komunikačným plánom
Training Needs Assessment (TNA)	Detail tréningových požiadavok a dôkazov
Post-production feedback	Mesačný feedback



Persona approach



Persona 1 – pracovník terapeutického centra



MARY
Pharmacist

COMPETENT

HONEST

ETHICAL

SKILLS

Expert knowledge



Planning & Coordination Skills



Team Work & Time Management



TECHNOLOGY

SAP PRODUCTS



MICROSOFT PRODUCTS (OUTLOOK, EXCEL, WORD, PPT)



E-Health



CHALLENGES

- Lack of bandwidth due to the amount of manual work and number of patients
- Lack of room for comprehensive note tracking and document preparation
- Inefficient information flow – often has to approach several individuals on site to gather accurate data
- Fast paced, changing environment with difficult demand planning
- Heterogenous technology and documentation templates due to working with different suppliers

ROLES

- Acting as the point of contact between internal and external colleagues
- Raising demands as per the department needs
- Source for items for immediate need and handling changes depending on current situation
- Tracking current deliveries for priority treatments and handling problems in the process
- Making delivery arrangements and plans
- Producing reports and presentations
- Procuring information about current therapy development and communicating to the team

DAY IN LIFE

I log in to check my mails for any urgent requests.

I ensure to re-organize the calendars depending on actual patient situation and team availability. For significant changes, I communicate to suppliers directly.

I attend a meeting individually with team representatives to collect procurement requirements for the day, week, month, year, etc.

I log in to the Procurement System to raise demands. In certain cases, I may also run a short sourcing event to fulfill urgent demands or cover temporary medicine outage.

I attend meetings with suppliers and manufacturing companies to discuss new development and current procurement situation.

I am usually working on Multiple Projects for which I act as bridge between team in therapeutic center and suppliers. I keep both sides updated and handle problem resolution.

Depending on the day, I may get a call to accept a delivery including quality assurance. I prepare documentation.

Regularly, I will receive verification request to help incoming invoices and documentation. I will reach out to my department team members to understand the status of the Service and accordingly help.

Persona 2 – pracovník zákaznického centra



JOHN
Key Account Manager

COMMUNICATIVE

RELIABLE

FLEXIBLE

SKILLS

Product / Service Procurement Planning Skills



Problem resolution



Teamwork and time management



TECHNOLOGY

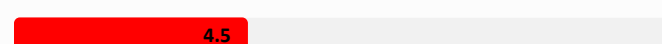
SAP PRODUCTS



MICROSOFT PRODUCTS (OUTLOOK, EXCEL, WORD, PPT)



CONCUR



CHALLENGES

- Working on with several customers which makes demand prioritization difficult
- Unplanned changes of critical demand and manufacturing interruptions leading to replanning and emergency sourcing from different loactions
- Ineffective transportation partner management and communication – real time information not accurate or not available
- Cooperation with customers with different internal processes, knowledge and information needs

ROLES

- Device an efficient and accurate system to monitor all Open Purchasing Order.
- Deliver a weekly purchase order report to management that indicates any variances
- Work with the inventory management team to ensure that all deliveries satisfy the assigned purchase orders and report any back-ordered or missing products
- Assist the Supply Chain Manager with maintaining proper inventory
- Assist customers with their regular purchase order process as well as act in difficult situation and resolve critical issues to minimize any patient impact

DAY IN LIFE

I log in to check my mails for any urgent requests from the internal planning team and from customers I work with.

I log in to the SAP System to keep track of the drug products we need to order and manage the quantity and delivery dates of the parts. I create POs for the required products for manufacturing.

I attend the production meeting to review upcoming orders and make sure we can ship our products to the customers on time.

Review POs and Deliveries. Resolve the issue regarding short delivery, wrong or damaged items by analyzing the root cause and communicating with the customers and transportation partners.

Meeting with my Manager or with a Vendors to discuss an on-going issue, negotiate terms or review a quote for product.

I am usually working on multiple customers for which I handle any problems, calling/emailing them for information and look for alternatives in crisis situation.

I will be creating multiple documents for internal and external teams and collating information from various sources to ensure legal and internal policy compliance.

Occasionally, I will have a meeting with manufacturing to discuss new opportunities or information about products.

Overall, I use Microsoft Excel, Outlook daily and constantly respond to emails and phone calls. I also use SAP system extensively to perform all Procurement activities such as PRs, POs and GRs.

User journey – externá objednávka



PERSONA



Mary

- Spolupracuje so zákazníckym centrom na vytvorení objednávok podľa aktuálnych potrieb terapeutického centra

Technológia:



John

- Zodpovedný za eventy v objednávkovom procese a transfer informácií

Technológia:



PROCESS
FLOW

Externý proces objednávky



Zadanie objednávky



Approval



Vytvorenie
objednávky

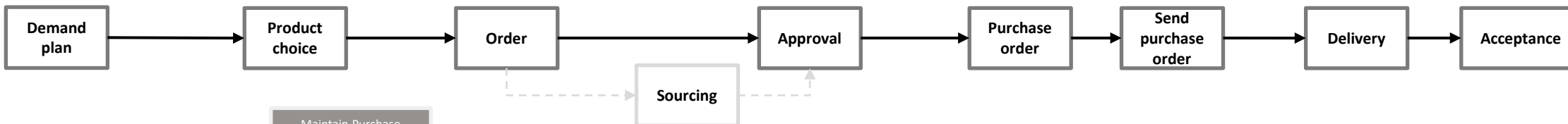


Transfer

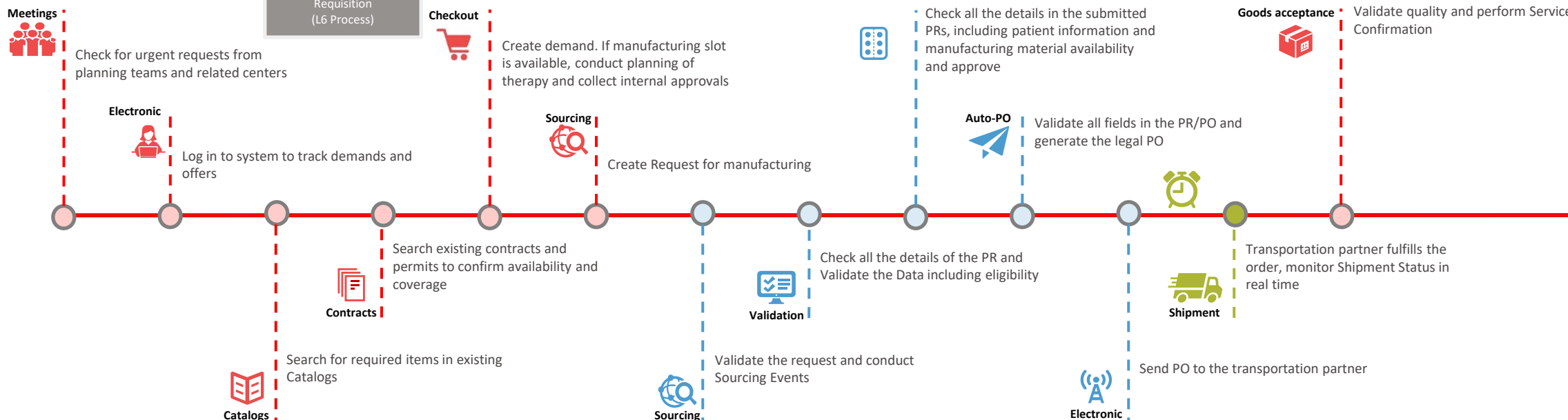


Potvrdenie a receipt

ORDER
FLOW



JOURNEY



*Priveľa informácií
=
Žiadne informácie*

*Pri implementácii zmien,
nič nenahradí
top-down support*

*Množstvo zmien v krátkom
čase
vedie k **únave používateľov***

*Timing je všetko
-
Nikdy nie je priskoro na
prvý newsletter*

*Všetci **milujeme stereotyp**
-
Radšej používame zlý overený
postup než sa
naučíme veriť novému*

***Software champion** je kľúčom
k úspechu
-
Zapálený product owner je
najlepším advokátom projektu*

Priveľa informácií = Žiadne informácie



Version Number: V01
This version replaces: V01
Title: Donor Management User Manual



Clinic/Surgeon ▾

Download Form English ▾

[FORM-0030351_CoA adipose tissue English.pdf](#)

Donor information sheet and consent form for donor of lipoaspirate intended for allogeneic ASC project

Any questions of queries the person may have are addressed* ☐ Yes ☐ No

Surgeon have provided these documents for read and checked they are signed.* ☐ Yes ☐ No

Uploaded signed documents

 Drag and Drop your file here or [Browse](#) [Upload File](#)

File Name	Uploaded Date	Delete document
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[Back](#) [Save as Draft](#) [Stop Workflow](#)



21. Surgeon will be able to review and approve donor information post donor details are saved and donor forms are uploaded in the application
22. Option will be enabled for surgeon assessment to select from yes or no
23. Surgeon's name, address and clinic will be populated based on logged in user details (in case of surgeon). Text field will be available for user to enter license number of surgeons which will be mandatory field

<https://web.microsoftstream.com/video/60d129d8-6645-4c4a-a87a-d820520509a4?list=studio>

Add / Edit Donor

Donor Number: 1155852
Pseudonymization on donor

☒ Prescreening And Donor Eligibility ☐ Diagnostic Testing ☐ Logistics Review ☐ Surgical Extraction ☒ Post-Surgery [More ▾](#)

Please select the required form : Form_0020650_1Year ▾

[Download PDF](#)

PSEUDONYMIZATION CODE : 1155852

As per Royal Decree 9/2014 Annexes II, III, IV and V. Initiate completion of this document by assigning the appropriate pseudonymization code.

Date of donation surgery* Select Follow-up date(12x 1 m after surgery)* Select

[Back](#) [Save as Draft](#) [Stop Workflow](#) [Approve](#)

Current donor eligibility

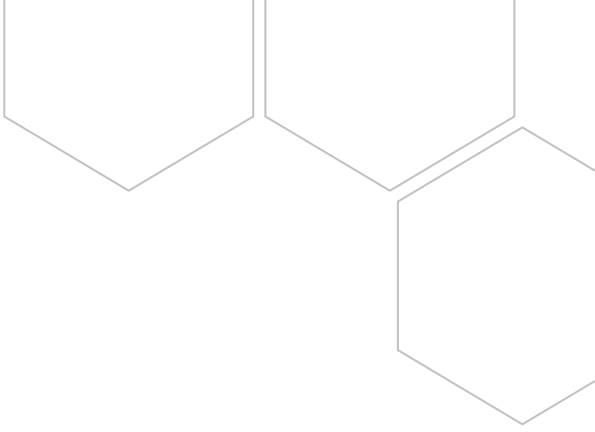


6% Residency outside sp
6% Travel habits
53% Medical history
25% Lifestyle habits

Surgeon assessment to proceed

The candidate with the Pseudonymization code indicated in the documents may proceed to the next stage of the person screening process.blood sampling for pathogen analysis.

☒ Yes ☐ No



Ďakujem za pozornosť