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## A holistic approach

**Evelyn Miller, Head of Operational Excellence at Chemical Manufacturing Basel:** "To successfully implement our realignment, with a focus on launching new products in close cooperation with our development teams, we require a holistic approach. It is important to us that we involve our employees in order to develop appropriate and innovative solutions. With the culture workshop, we succeeded in involving all employees from our area across all functions and hierarchies and generated the necessary momentum for the 'Shape Our Future' program."

Photos: Alex Kaeslin

# Moving into the future with confidence

With the "Shape Our Future" program, the Chemical Manufacturing department in Basel is preparing itself for future tasks.

A spirit of great optimism can be found throughout the Chemical Manufacturing department. And with good reason—after all, Basel will be the launch site for small molecules within the company, meaning that in future all chemically manufactured active ingredients will be produced here for their market launch. A key factor in the decision to make Basel the launch site was its geographical proximity to Roche's technical development activities, also concentrated in the city. The changed focus will provide opportunities, but will entail a number of challenges as regards working methods and technology. The "Shape Our Future" program was launched with the objective of actively shaping the required reorientation process.

Production activities take place around the clock at the Basel/Kaiseraugst site. At present, a large proportion of all small molecules, i.e., chemically derived active ingredients, come from Basel. In order to ensure a consistent supply of the medicines already available on the market, routine, reliability and continuity are of particular importance. However, producing medicines on a commercial scale for the first time in preparation for a launch requires a significantly more flexible setup: At this stage, a great deal of development work is usually still required and more frequent product changes necessitate more extensive cleaning. In addition, ever quicker registration processes are leading to shorter lead times and less routine on the whole.

**Dry runs at the round table: Colleagues build molecule models at the culture workshop.**

**Standard routine: modern process control system for multipurpose facilities.**

### Working across team boundaries

Whether in connection with people and culture, organization, the product portfolio or plant equipment—the activities and events of the "Shape Our Future" program extend across all areas. Evelyn Miller is responsible for the program's holistic design and implementation. She says: "Around one year ago, the leadership team defined a rough framework for the program. The objective was to involve employees as early as possible, as each and every one of them, from managers to plant operators, will be required to contribute." In future, trust will continue to be placed in existing strengths such as specialist expertise and the quality awareness of employees, while new knowledge will also be used as a base for further advancement.

The culture workshop marked an important milestone for the entire department. There were three sessions to choose from, meaning that each of the 400 employees had the opportunity to take part. Mixed teams from across all functions and areas worked to build a chemical molecule in a kind of "molecule factory." "Our three mottoes—proactive, empowered, collaborative—became clearly visible," says Joseph D'Agate, one of the participants. As is the case with real syntheses, the responsibilities were clearly allocated, and storage, production and quality control tasks were all represented.

In the first round, each person had only the information required for the working steps in his or her area. During the second round, participants were able to share their experiences with their colleagues and thus gain an overview of the process. This different approach has allowed the participants to experience not only how important it is to be proactive and take responsibility but also how vital it is for everybody involved to cooperate and work together.

> *The molecule factory made all three mottoes—proactive, empowered, collaborative—clearly visible.*
>
> Josef D'Agate

"Cooperation also means breaking away from a silo mentality. We can only master our new tasks if we succeed in working together across team boundaries even better than before. Operational, quality and logistical aspects must not be viewed in isolation," explains Horst Hohler, Head of Chemical Manufacturing Basel.

### Talking factories and surfing chemists

The "Talking Factories" campaign encourages everyone to assume personal responsibility for their actions. Up-to-date key figures are therefore put up at the sites on a weekly basis. Parameters such as timing, output, quality figures, accidents and near-incidents are clearly presented, providing employees with direct feedback as to how their work has impacted results.

Other changes in the Chemical Manufacturing area are bringing about a trend that has been observed for some time now: Large-scale production activities are steadily declining, with the development of increasingly effective substances naturally meaning that lower volumes of these are required. To manufacture these substances, companies need smaller systems and modern technologies which meet the more stringent employee protection requirements.

Systems known as MZ 170 and SLF50 are now being installed which require employees to possess additional skills and qualifications. Back in November 2014, a small cross-functional team put together a training program to meet this need. Karin Gstöttmayr, Culture Workstream Lead, explains to myRoche: "The fact that 120 million Swiss francs is again being invested in the area of chemical production after ten years is of course a very positive signal for Chemical Manufacturing in Basel."

The "Shape Our Future" project has gained speed in recent months. Evelyn Miller is delighted with the positive feedback from the department and says: "The initial activities have generated a wave of energy. Now we need to surf this wave. This will ensure that we are optimally prepared for the future and everything that the Roche pipeline might throw at us." *Susanne Sailer*

Find the video on the PT Process Improvement Award-winning workshop on **myRoche online Switzerland.**