



OPERATIONS AND CONTINUOUS IMPROVEMENT

Asset Lifecycle Management across a Global Biopharmaceutical Network

A global biopharmaceutical company recognized that they did not have a consistent process for re-investing capital in their equipment assets to maintain their network. Historically, each site in the network managed their own capital budget, but neither Manufacturing or Engineering Leadership had any insight on the condition of the asset base or the effectiveness of their spending. This situation is common in companies that have grown rapidly and have reached a scale where local site re-investment decision making is no longer sufficient and a more strategic, network focused process is needed.

THE APPROACH

To ensure a successful implementation of new global program, best practice Program Management was applied:

- Program was formally Chartered
- Sponsor was appointed who ensured the program was given high priority status across the network
- The team leveraged elements of existing good practice from across the client's network and blended this with Primecore's existing tools
- A prototype was developed and the approach was tested on client's data set

After prototyping, the team prepared training materials & formally kicked-off with the four main manufacturing sites. A risk-based approach was followed, focusing initially on the 3,500 assets that supported the client's most important or business critical products.

THE SOLUTION

- The site-based teams imported asset information into the Asset Condition Evaluation Tool.
- Cross functional teams representing Operations, Engineering, Automation, Quality & EHS risk assessed the condition of the assets, documenting specific drivers for re-investment capex along with cost estimates and timing.
- Each site followed the same process, with the Program Team reviewing the output to ensure consistency and resolve any anomalies.
- The site files were merged together to provide a network level view of the overall asset condition, investment requirements & timing.



THE RESULTS

- **The four core sites completed the Condition Evaluation of the 3,500 Phase 1 assets within the target 3 months timeline.**
- **The process found that ~25% of the asset base needed some level of partial or full re-investment.**
- **The tool enabled Manufacturing & Engineering Leadership to understand the required re-investment by unit, by site, by product and their drivers.**
- **Following the success of Phase 1, the program was expanded to an additional 5 manufacturing sites.**
- **The tool was migrated into a proprietary database solution which ensured greater data integrity and improved reporting functionality.**

