

Operational Excellence @ AZ

AstraZeneca Australia - North Ryde

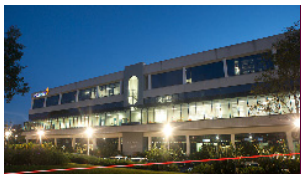


TPM & Lean Forum
20th August 2014



Who am I?

Paul Ives – Operational Excellence & Strategy Manager



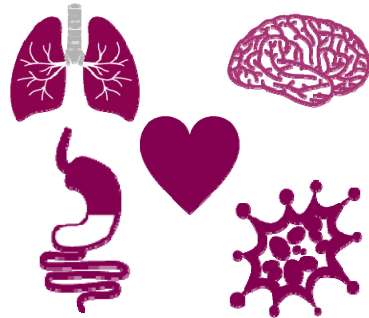
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AstraZeneca



Who are AstraZeneca?

We are a global innovation-driven biopharmaceutical company specialising in the discovery, development, manufacturing and marketing of prescription medicines that make a meaningful difference in healthcare.



Our products cover a wide range of therapeutic areas including cardiovascular & metabolic, oncology, respiratory, neuroscience and immunisation

We employ around 51,500 people worldwide and manufacture in 16 countries, committed to ensuring a reliable supply of medicines where and when they are needed.



We work in over 100 countries and our medicines are used by millions of patients worldwide. Our global sales in 2013 totalled approximately \$26 billion



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What do we do in Australia?

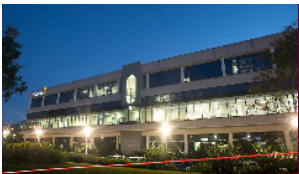


A **global supply point** that delivers exceptional value to our **customers** and **patients**, through the supply of **high quality** and **cost competitive** Respules, Local Anesthetics and Diluents products to 35 markets including China, Japan and Europe



Key Facts

- ~ 440 staff on site
- 7 day, 24 hour operation
- 113 manufactured product lines
- Therapeutics Goods Administration (TGA) License
- **Every hour of the day – the approximate value to AZ of our supply & manufacturing activities is \$260,000 per hour**

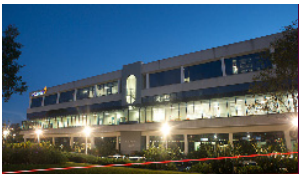
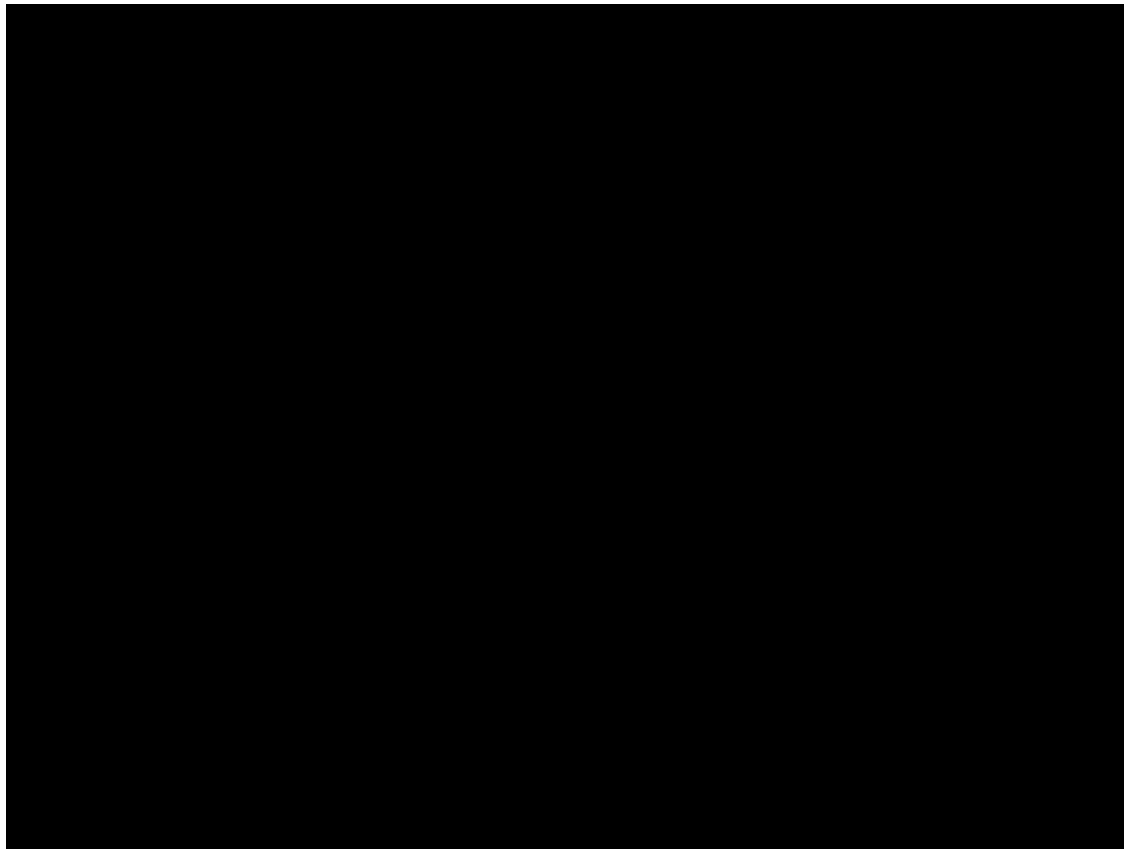


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What do we do in Australia?

This is why we are here – patients!

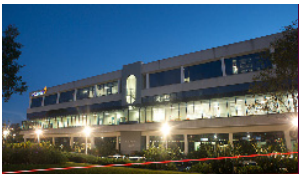


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The Lean Journey at North Ryde so far!

Chasing our tails?



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The Road to Success!

Effective Change Management is Hard!



Vision + Skills + Incentive + Resources + Action Plan = Effective Change



Skills + Incentive + Resources + Action Plan = Confusion



Vision + Incentive + Resources + Action Plan = Anxiety

Vision + Skills + Resources + Action Plan = Gradual Change



Vision + Skills + Incentive + Action Plan = Frustration



Vision + Skills + Incentive + Resources = False Starts



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The Road to Success!

Creating a Clear Vision – The Burning Platform



Now?

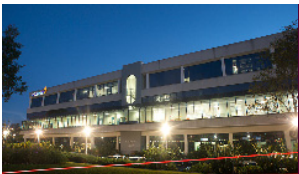
Later?



or



“Think about what is important and why, and most importantly, link everyone and everything they do to that!”



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The Road to Success!

Good Project Management Methodologies



To achieve that vision, we need to answer the key questions:



1. What do you want to do?

Mandate



2. Where will you do it?

Defined Areas

3. Who is going to do it?

The team

4. When will you do it by?

Milestones and Cycles

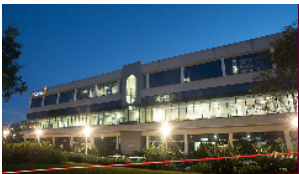


5. How will you measure success?

Goal Aligned Performance Metrics



“There’s nothing like a presentation to senior management to get people moving!”



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The Road to Success!

Leadership



"The task of the leader is to get his people from where they are..."



*"...to where they have not been."
- Henry Kissinger*



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The Road to Success!

Teamwork – The right people working together



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The Road to Success!

Encourage an environment where trying and failing is ok!



... but we must learn from our mistakes!



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The Road to Success!

You Need the Right Vehicle – TPM???



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AstraZeneca Australia's TPM Journey



- TPM Cycle 1 launched in October 2013 as part of North Ryde's Op Ex program
- Up to Cycle 3 – 16 teams so far, currently have 20% of the workforce involved in teams



- Training: 3 at Instructor level, 5 at advanced and 90+ at 1 day awareness

Benefits so far

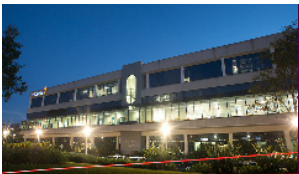


Realised



Projected

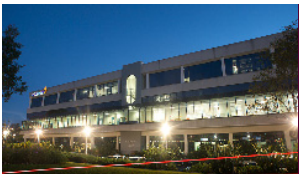
	OEE (Site)	Volume (Respules)	Recovery (Site)	Savings (Site)
Realised	27%	3000 units/hr	\$1.2m per year	\$80k
Projected	44%	2000 units/hr	\$0.65m per year	\$55k



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A Key Learning

It's all about people, people, people!



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