

# Common Approach

## Interviews / Voice of Customer

Weak systems & processes are problems on product launch  
 Knowledge is very employee-dependent, risk of small teams  
 Need for better coordination & leadership at the European level  
 Reporting line (reference to the connection with CS manager) is sometimes unclear

16x Field Support  
 11x Sales  
 8x Country leaders

75% Better, more harmonized FCA, assignment, back order processes  
 50% Need for better coordination & leadership at European level  
 50% Knowledge levels varying, also related to risk of small teams

100% Better coordination/proactiveness EU level CS (technical focus)  
 100% Better information availability B&T, CS, launch, etc. EU level  
 75% Consider centralizing non value-added activities in CS  
 50% Fresh and communicate European initiatives better

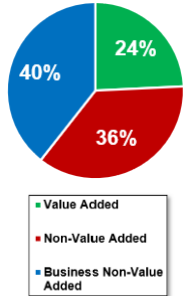
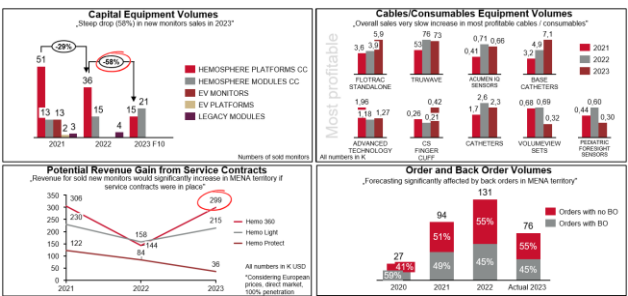
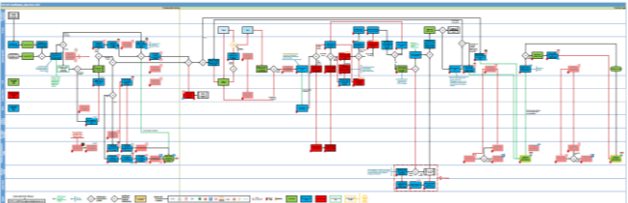
Weaknesses: Where we need to improve

CS and B&T Sales Country leaders

- Project Charter (Project Plan)
- Definition of project objectives and expectations
- Definition of project scope and duration
- Familiarization with the problem domain
- Interviews with project/process stakeholders

- Data and process analysis
- Value Stream Mapping – identification of process value streams
- Identification of hypotheses and root causes of problems

## Value Stream and Data Analysis



Define



Measure



Analyze



Improve

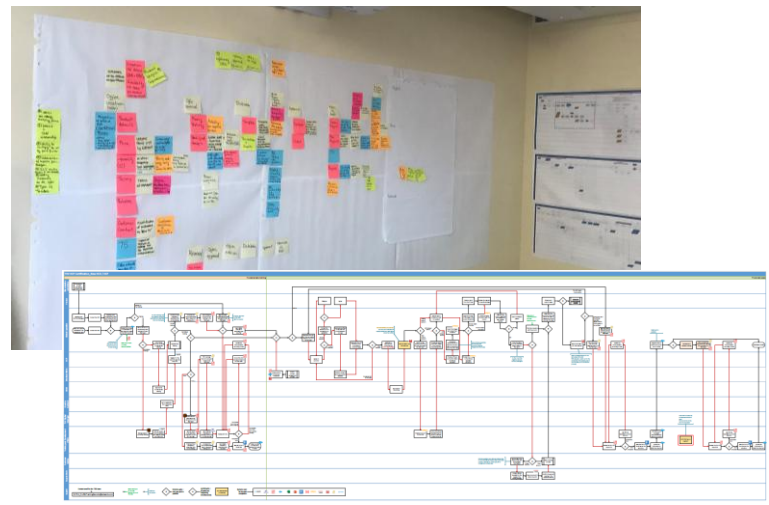


2.2. – 27.2. (can be 2.2.–23.2. – in case of the client's availability)

Sign-off

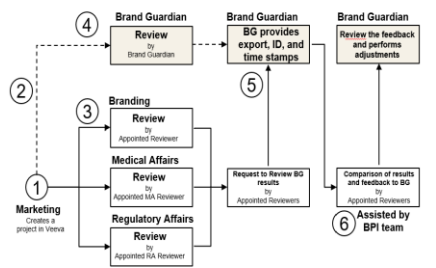


## Process Mapping Workshop



- End-to-end process mapping workshop and identification of key improvement areas
- Identification of required data and, if necessary, initiation of data measurement where data are not systematically collected
- Consolidation of workshop outputs

## Process Re-design



- Process Description**
- Marketing creates a project in Veeva and gets the Document ID
  - Document ID and the brochure are uploaded to the SharePoint folder with the names of the appointed reviewers
  - MLR and Brand review includes at least three different teams (Branding, Regulatory Affairs and Medical Affairs)
  - BG Review runs in parallel to Vault review
  - Reviewers contact BG once review is done - BG provides ID, export of review, and time stamps from the system
  - Reviewers (MLR & Brand) provides feedback via filled template (BPI is included during first reviews in Soft Launch)

- Proposal of process changes
- Redesign of the current process
- Recommendations, action plan, and implementation plan
- Risk analysis
- Identification of quick wins