Unlocking Potential:

Process Governance as the Catalyst for Business Agility and Efficiency

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ferrer
for good

We are Ferrer

We are a private international pharmaceutical company with a growing focus on pulmonary vascular and interstitial lung diseases and neurological disorders.

We want to promote a new way of doing business and approaching the world.

Our purpose is to use business to fight for social justice

Our activity in numbers 2023

Sales

Total sales

€635
million

International sales

(48% of total)

Product

Product presence

120
countries

Staff

Total staff 2023

1,792
people

Outside Spain

376

Investment

R&D

€55
million

Industrial assets

€38
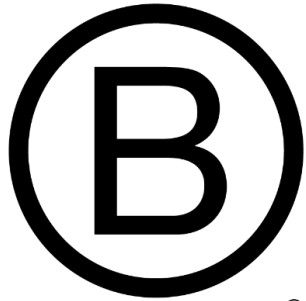million

GREAT PEOPLE

LIVEABLE PLANET

SOCIAL JUSTICE

While ensuring a minimum level of profitability to guarantee our financial sustainability, we reinvest a large part of our profits in initiatives that impact our people, society and the environment.

During the last 5 years we have reinvest 50% of our profits to social and environmental causes

We are a

Certified B Corporation ®

B Corps are reinventing business, by pursuing purpose as well as profit.

Ferrer currently has a score of 100.6, becoming one of the pharmaceutical companies with the highest score in the world.

The certification recognizes that Ferrer meets the highest social, environmental and community standards.

B Corp has certified Ferrer at a global level, including all the companies that make up the corporation.

We are a

Great Place To Work® Certified 2022 ESP™

We are currently certified as a Great Place to work in 5 countries (Spain, Portugal, Mexico, Costa Rica and Chile).

People in Ferrer value receiving a fair treatment, regardless of age, race, gender, or sexual orientation.

This certification reflects our culture of ethics and transparency, as well as our ability to attract and retain the best professionals.

We've achieved this after strongly promoting a cultural change based on trust, accountability and the comprehensive wellbeing of all our team members.

Why process management?

Corporate Strategy Alignment

Stakeholders Experience

Standardization & Digitization

Competiti-veness

Sustainability

Customer Experience & Service Level

Agility in analysis

Coordination among areas

Decrease project risks

Transparency

Agility in execution

Change management

Continuous improvement

Operational load reduction

Systems map optimization

Fasten Implementation & costs optimization

Strategy Achievement

The Challenge

To incorporate the advantages of process-based management, beyond GxP scope, without impacting the agility and flexibility provided by our organizational model based on autonomy and empowerment of individuals.

Our approach
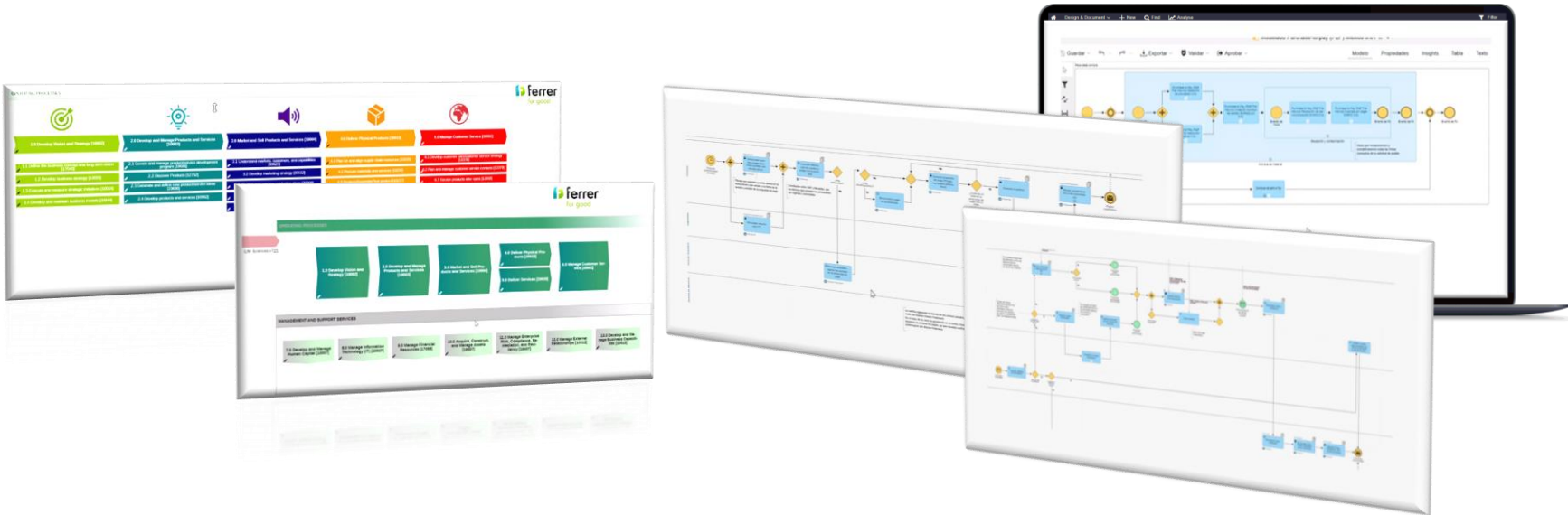
Show value before imposing

Change of paradigm

Standard Framework: Focus on the how

Buy-in from management and teams

Bottom-up extension prioritizing top pains

Our Path...

Pilot with **iterem.** & ADONIS

Process Framework	ADONIS **Setup**	**3 processes modelling**	**Process Minning test**
	Maturity Study	**New paradigm: governance**	

Value & Buy-in Ferrer

Operationalization of process management

Framework

Framework APQC Life Sciences

Based on an standardized world wide framework with slight adaptations to Ferrer:

- World Wide Best Practices

- Comparable KPIs

Maturity Study

People

Technology

Method

Governance

Culture

Strategy

Processes

Process maturity model

Enterprise maturity model

Scale

1	2	3	4	5
Initial	Managed	Defined	Process Oriented	Excellent

		P1	P2	P3	P4
Diseño	Propósito				
	Contexto				
	Documentación				
Ejecutantes	Conocimiento				
	Habilidades				
	Comportamiento				
Responsable	Identidad				
	Actividades				
	Autoridad				
Infraestructura	Sistemas Información				
	Sistemas RRHH				
Métricas	Definición				
	Usos				

		E1	E2	E3	E4
Liderazgo	Conciencia				
	Alineación				
	Comportamiento				
	Estilo				
Cultura	Trabajo Equipo				
	Enfoque Cliente				
	Responsabilidad				
	Actitud Cambio				
Experiencia	Personas				
	Metodología				
Gobernanza	Conciencia				
	Responsabilidad				
	Integración				

Scope

Scope of the pilot test 2023-2024:

- **EFFICIENCY** → Indirect Procurement HQ

- **CONTROL** → Purchase to Pay Subsidiaries

- **GxP VALIDATION** → Quality Control
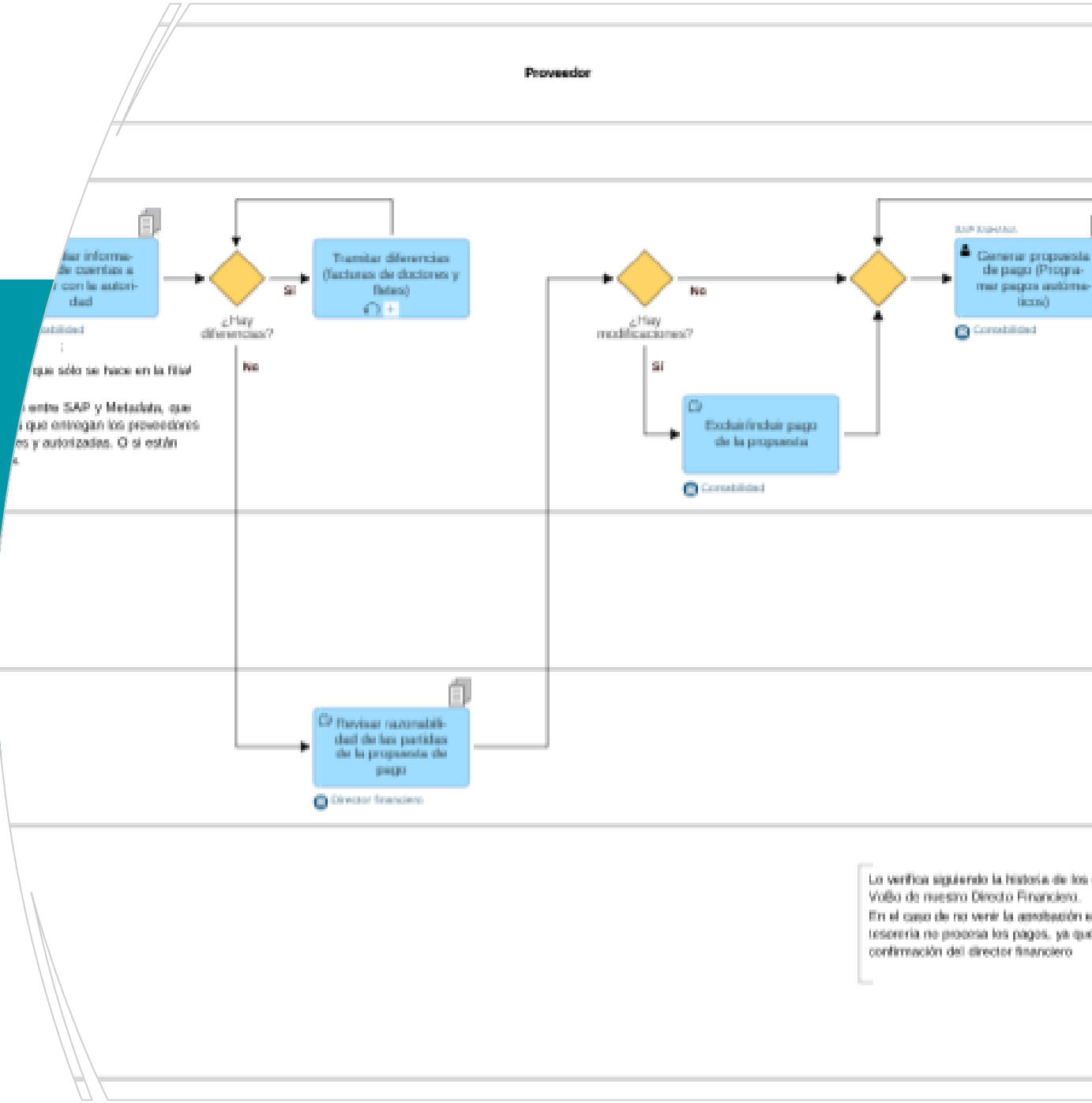
Users feedback

Interest has been awaken before expected:

"We start to speak the same language"

"Transparency & centralized knowledge of processes, people and systems is well valued "

"It is easier than expected"

"We see a clear potential to identify improvements"

They dared to propose new use cases:

- **Identify Change Management Groups**
- Being able to make a good transfer to onboardees or companies that provide us with services

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Tips & tricks for change initiatives

The 12 Principles for Effective Organizational Change

- 1 — Understand the Wider Context
- 2 — Develop a Compelling Case for Change
- 3 — Develop a Strong Fact Base
- 4 — Assess Readiness for Change
- 5 — Develop Effective Change Leadership
- 6 — Implement Evidence-Based Interventions
- 7 — Leverage Organizational Networks
- 8 — Use Enabling Practices to Support Implementation
- 9 — Promote Experimentation
- 10 — Assess Change Progress and Outcomes Over Time
- 11 — Manage Pace, Time Frames and Phasing
- 12 — Institutionalize to Sustain Change Effectiveness

Source: Gartner
760629_C

Gartner

Empathy: Understand Their Value System

Speed · Agility · Cost · Precision · Consistency · Risk · Innovation

Gartner

Scope 2nd Wave

Three new complex processes and their publication

- S&Op

- Accounts Payable

- Forecasting & Ressource Allocation

Publication of the three pilot processes

Review of the APQC Framework, adaptation, and publication

In order to publish the six processes, the following steps will be necessary:

- Application updates

- Role updates

- Risk review

Operationalization of Process Management:

- Demand Management Model

- Process Governance Model

Operationalization of Process Management

Demand Management

Provides visibility of existing processes as well as new design requests in order to have visibility of these processes, identify synergies, and assess the support provided in both functional modeling and the tool.
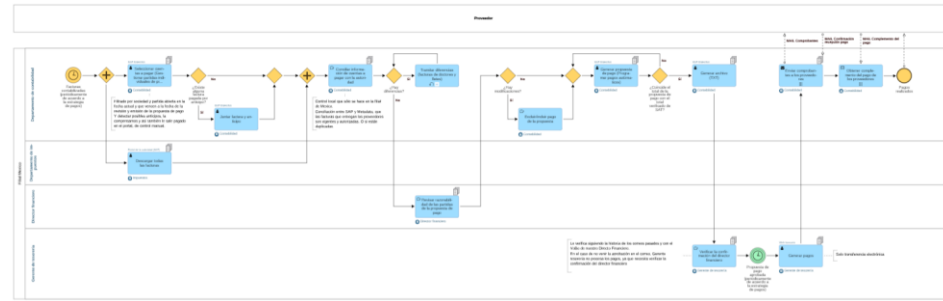
Demand Management

Process Funnel
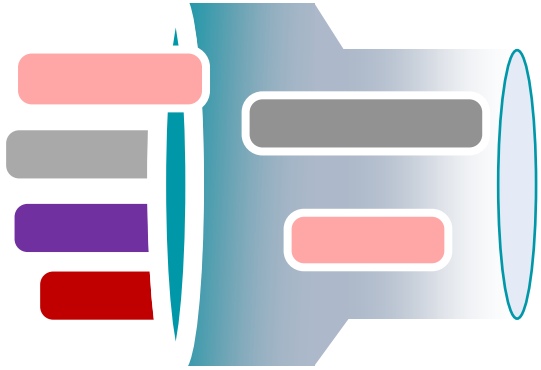
Process Backlog
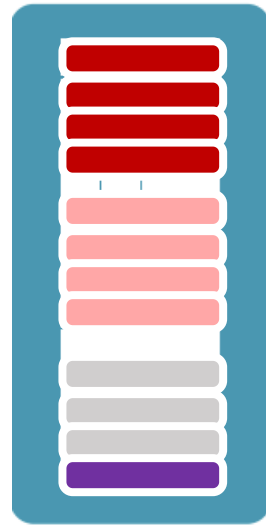
Registration, Support + Adonis
Pilots test + Wave II

Registration & Support

Registration & Training

Strategic-critical process *(Process Enabler Team)* or identified process to be modeled *(Process Owner)*	Support registration and Evaluation *Process Enabler Team*	Process Modeling *Process Owner*	Support and review *Process Enabler Team*				Devolution and publication *Process Champion Area and/or TO*	Review and maintenance *Process Owner*
			Formal *TO*	Risks *Audit*	Applications *DDAI*	Roles & Resp *Core HR PBP*		

| Identification of:
 • Process
 • Process Owner
 • Justify the need | • Evaluation by the process Enabler Team and support level decision
 • Registration in the process inventory | Modeling by:
 • Process Owner
 • SMEs
 • PBP
 • Process Coach (internal or external) | Review:
 • Formal review of the modeling (TO)
 • Risk map review (Internal Audit)
 • IT applications: current and new creation (DDAI)
 • Roles creation and responsabilities review (Core HR - PBP) | Confirmation and corrections for the Process Owner

 Publication in the tool (or Tag) (TO) | Process review adhoc

 Annual processes review

 Review of IT app and Roles |

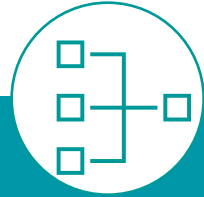# Operationalization of Process Management

Process Governance Model

In order to operationalize the deployment and consolidate the model, it is necessary to have a process governance structure that responds to the strategic, coordination and operational needs of the initiative.

Process Governance Model

OPERATIONAL

- Attendees: Core Process Enabler Team: (TO, DDAI, Core HR-PBP) + Iterem (Processes coach)

- Frequency: Weekly

- Content:
  Status of models in progress
  Issues
  Dependencies
  Ongoing revisions

COORDINATION

- Attendees: Process Enabler Team (TO, DDAI , Core HR-PBP) & Internal Audit)

- Frequency: Biweekly

- Content:
  Role update review
  Review update Applications
  Risk Review
  Identifying & evaluating new requests

STRATEGIC

- Attendees: Core Process Enabler Team (TO, DDAI, Core HR-PBP) + Chiefs (enablers Areas & processes in progress)

- Frequency: twice per quarter

- Content
  General Status
  New request assessed
  Strategy Deployment 2025
  Impediments

Next challenges

Organization & Governance

Communicate & extend the global governance model

Mature the role of the Process Owner

Deployment proposal

Communication and adherence

Communication of the processes and adherence to them by the teams

International Alignment

Reduction of process variations

Key takeaways

Adapt the solution to the needs and actual maturity level of your company.

Tailor your storytelling to different stakeholders to address their pains and provide solutions that add value.

Securing buy-in is key!

Avoid to be a victim of one's own success: Deployment should always be accompanied by a clear Governance Model and Demand Management to ensure successful implementation.

Assess Change Progress and Outcomes overtime

Choose your next steps

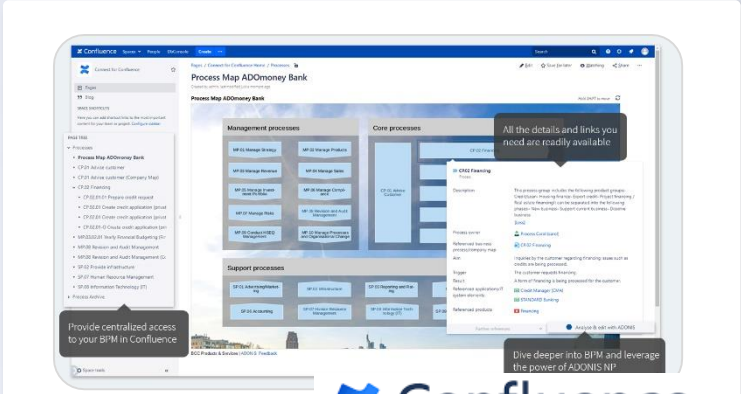**ADONIS**
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