



Inspired by **patients**.  
Driven by **science**.

# PERFORMANCE MANAGEMENT AND MATURITY IN QC

## *WHAT ARE THE LEVERS TO ACHIEVE EXCELLENCE?*

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SUPPORTED BY S. VAN CAUWENBERGHE, P. WATTIEZ*



# Agenda

- 13h00 – 13h10**    **Welcome**
- 13h10 – 13h15**    **ISPE SIG, Introduction**
- 13h15 – 13h30**    **UCB presentation**
- 13h30 – 14h00**    **Performance management and Maturity in QC**
- 14h00 – 15h00**    **UCB QC labs tour : NCE and NBE labs**
- 15h15 – 16h45**    **Workshop – What are the levers to achieve Excellence ?**
- 16h45 – 17h00**    **Next topics, way forward and feedback**
- 17h00 – 18h00**    **Networking drink**





Connecting

Pharmaceutical

Knowledge



# Participants

First Name	Name	Company
Frédérique	Backaert	PI Life Sciences consultancy
Coline	Borel	PI Life Sciences consultancy
Sarah	Bourg	GSK Vaccines
Andrea	Cuozzo	Catalent
Niels	De Blende	PI Life Sciences consultancy
Eric	Kooremans	Johnson & Johnson
Stefan	Langers	Kela
Gino	Lefevere	Stexcon
Angela	Llorente Pardo	Catalent
Daniel	Marroyen	Emerson
Sébastien	Mayeur	GSK
Xavier	Mol	Technord Automation
Dirk	Van Gorp	Alten

First Name	Name	Company
Jenny	Cresens	Pfizer
Patrick	Van Steirteghem	Omnichem
Antony	Cops	Trevalco
Nicolas	Thurin	Catalent
Anne-Sophie	Grand	Catalent
Denis	Fabris	GSK
Ludovic	Terzi	Catalent
Pierre	Patenere	BQG
Frederic	Henry	UCB
Sylvia	Van Cauwenberghe	UCB
Philippe	Wattiez	UCB
Redwane	Zougari	UCB
Magali	Plas	UCB

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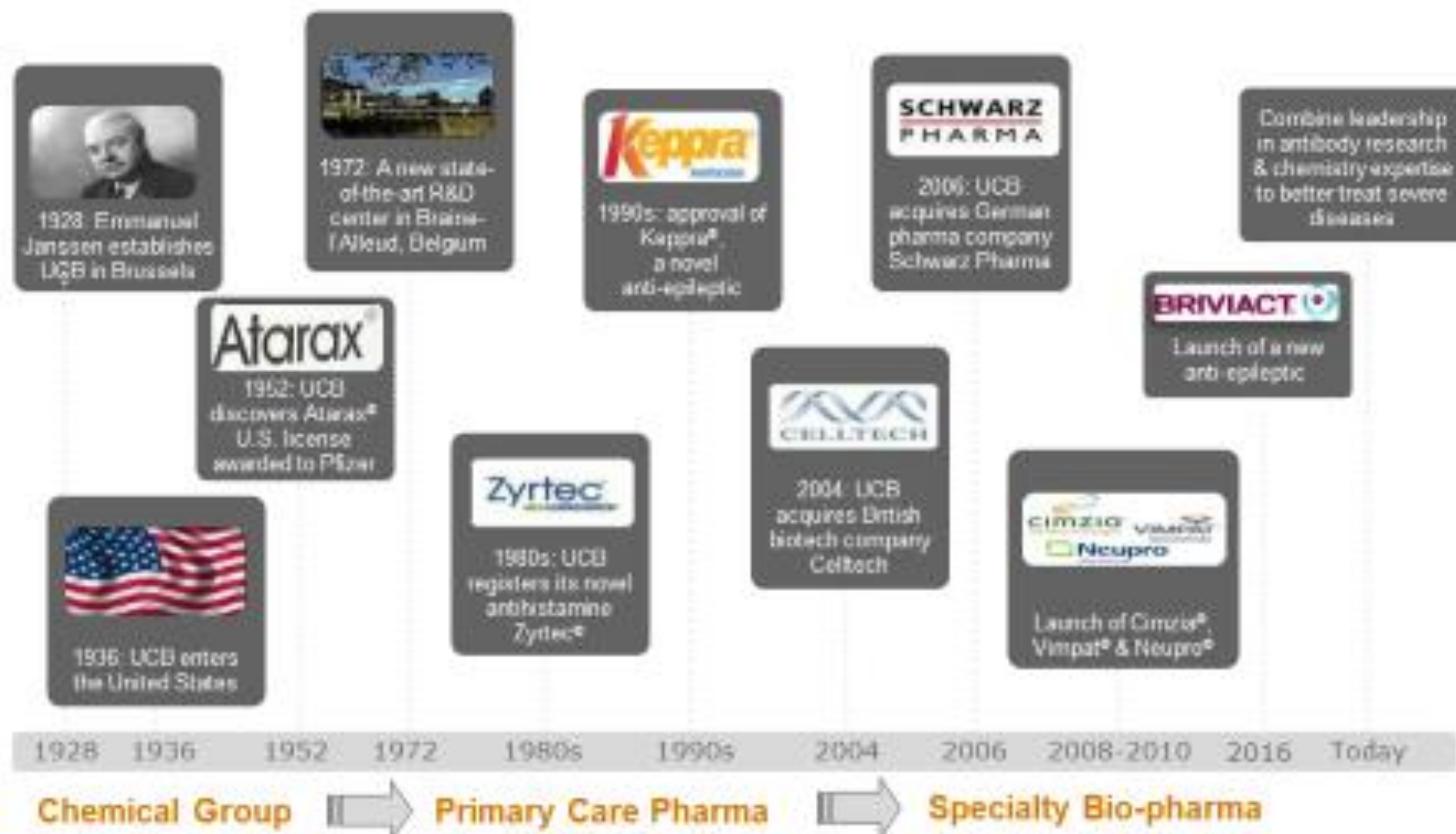
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# UCB: reinventing itself, leveraging a solid heritage



# What UCB stands for

Everything we  
do starts with  
a simple  
question:



"How will this make  
a difference to the  
lives of people  
living with severe  
diseases?"

Creating value for patients



# UCB: creating value for patients

Bringing solutions to people living with neurological or immunological diseases

## Key facts and figures 2017:

- About 7500 employees globally
- Revenue: € 4.5 billion
- rEBITDA: € 1 375 million
- Operations in ~40 countries
- R&D Spend: 23% of revenue





## 4 core medicines for patients with severe diseases



- Rheumatoid arthritis
- Psoriatic arthritis (PSA)
- Ankylosing spondylitis (AS)
- Axial spondyloarthritis (AxSpA)
- Crohn's disease



- Epilepsy



- Parkinson's disease
- Restless legs syndrome



# A unique syringe designed with users for users



Syringe designed in partnership with **OXO** **GOOD GRIPS**



# Other key products

## Keppra® (*levetiracetam*)

- Epilepsy adjunctive therapy (also in monotherapy in Europe)
- Sold as E Keppra® in Japan



## Keppra XR® (*levetiracetam* – Extended-release tablets)

- Epilepsy adjunctive therapy – U.S. only



## Zyrtec® (*cetirizine HCl*)

- Seasonal allergic rhinitis



## Xyzal® (*levocetirizine dihydrochloride*)

- Allergies and chronic idiopathic urticaria



**UCB Braine: 51 hectares & 20 buildings**  
**R&D, Production, Warehouses, Laboratories, Offices**





## UCB Braine a key strategic site in the UCB Manufacturing and R&D network



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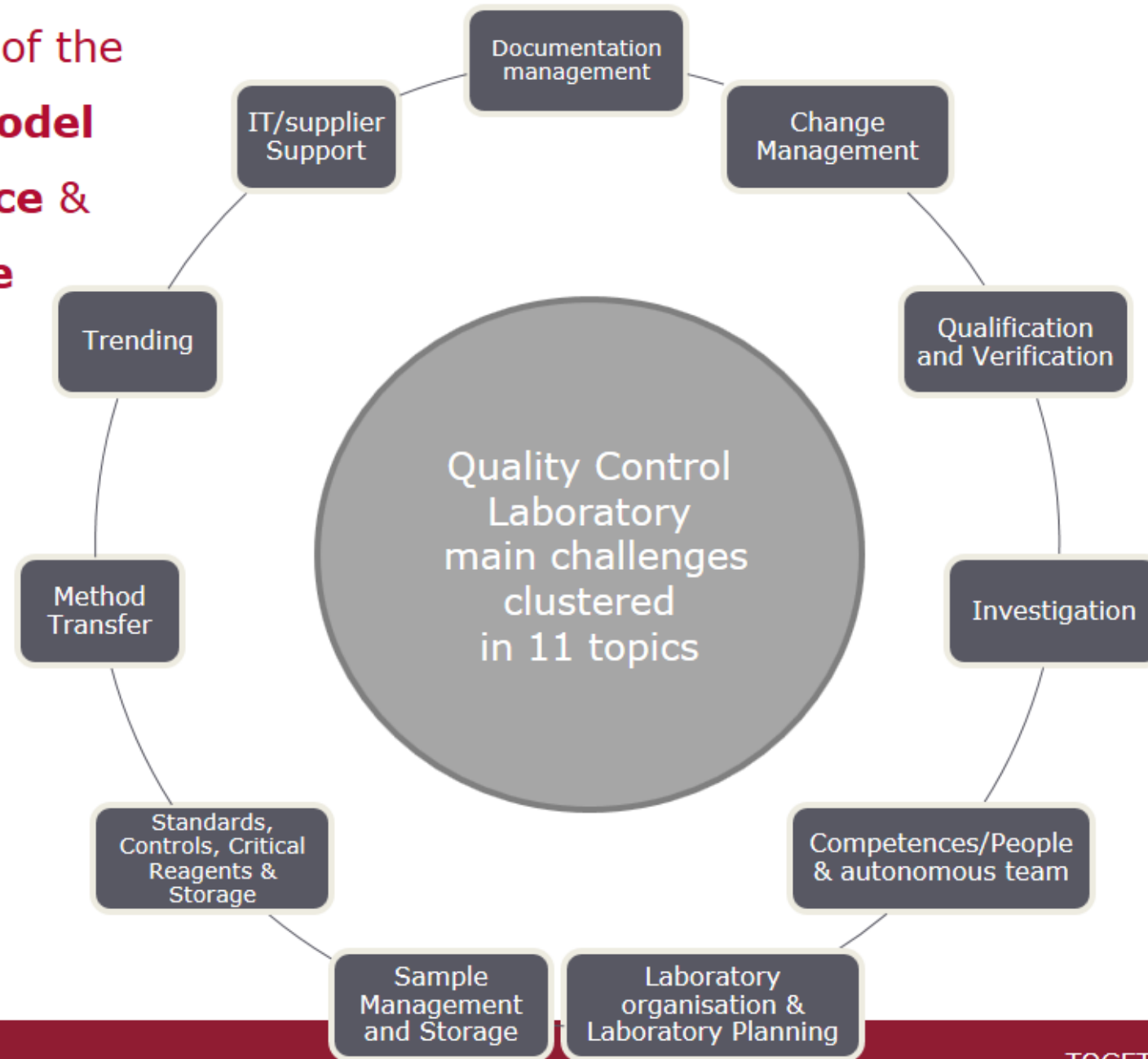
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# Performance management and Maturity in QC

BQG Inputs of the  
**Maturity Model**  
**Performance &**  
**Compliance**  
at QC Lab

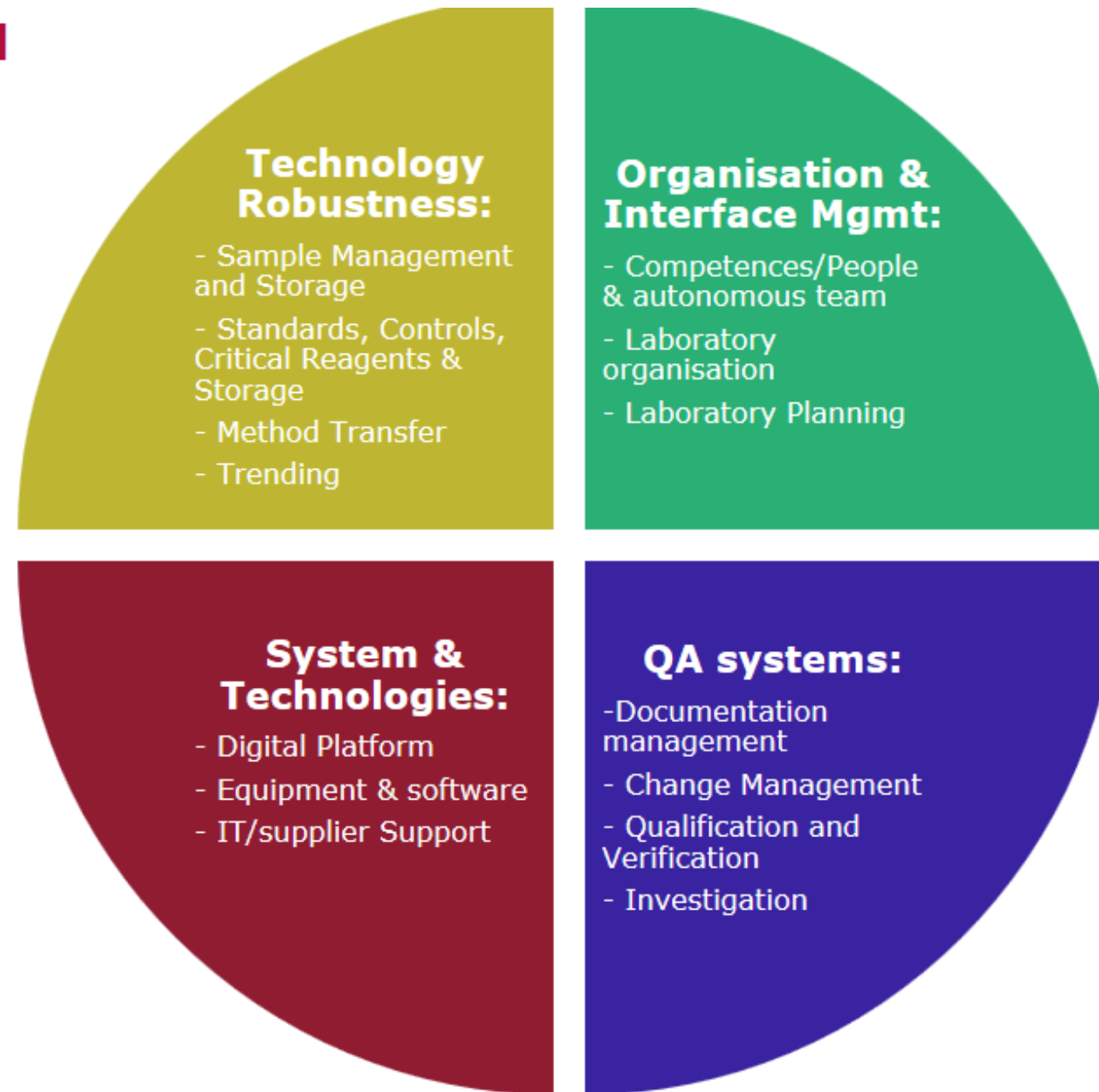


# Performance management and Maturity in QC

## BQG Maturity Model

### Performance & Compliance

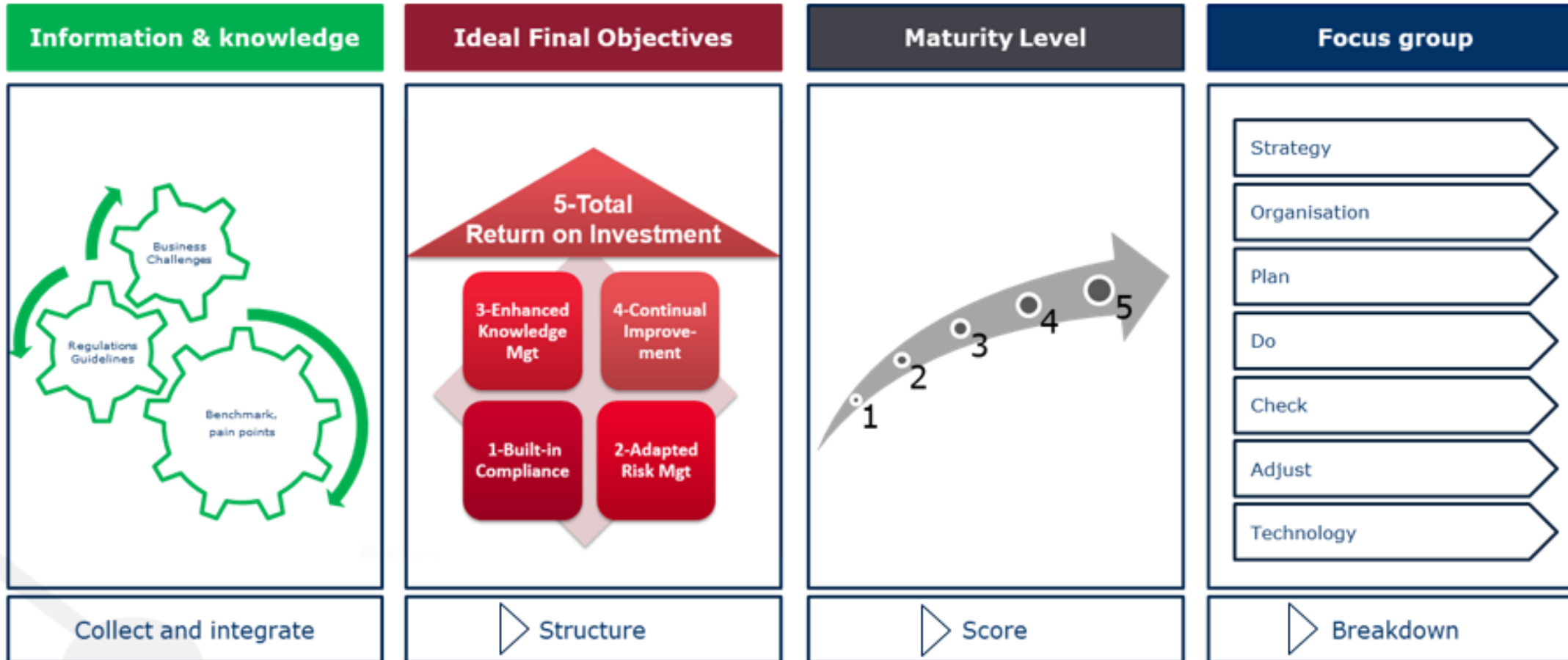
at QC Lab







# Maturity Model – Performance at QC Lab



**=5**  
 Product & process life cycle optimized. External benchmarks in place. Involvement with external parties (reg. bodies, association...). People, Process & Systems systematically improving

**=4**  
 Systematic improvement process in place. trended data showing improvements. Clear integration between departments.

**=3**  
 Procedures in place. Some data created from continual improvement initiatives.

**=2**  
 Procedures in place - with potential gaps. Updates mostly driven by deviations; limited data available on improvements.

**=1**  
 No standardization; Procedures missing. Unpredictable outputs. Very high likelihood not to be compliant

BQG benchmarked the maturity improvement model from other industries to design an approach dedicated to the Life science industry: the Apollo Maturity™

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# UCB Lab Visit



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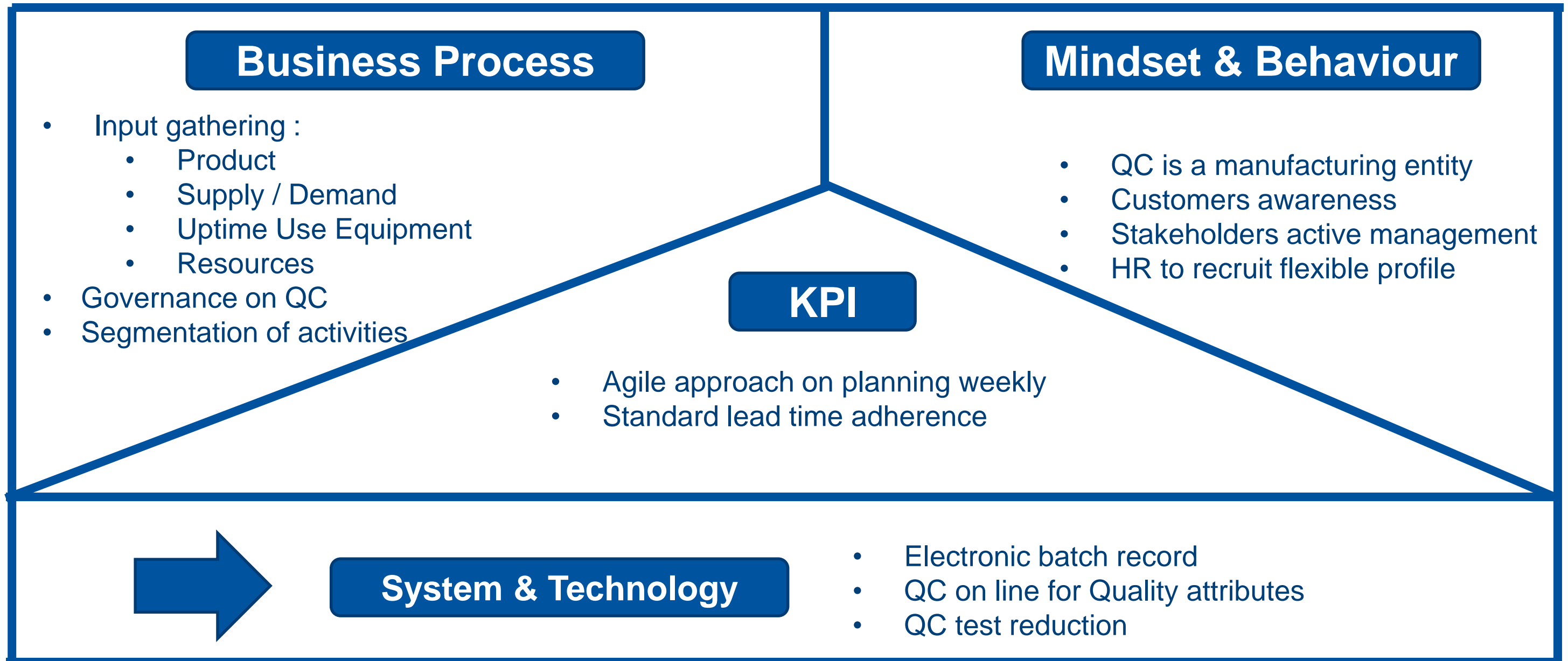


# Breakout Sessions

- A) How to address QC capacity management ?
- B) How to address QC priorities (supply, manufacturing, others) ?
- C) How to address skills and expertise to get the appropriate level of performance ?



# How to address QC Capacity Management



# How to address QC priorities ?

## From...

- 50% Priority coming from Supply Chain

- Variability of the product tests and Customer demands

- Define THE priority

## System & Technic

- Communication
- Competences increase / multiskilled team
- Respect of the FIFO groups/series testing

- Experienced Product Manager
- Decision making skills
- QC & Procurement commitment to improve batch size and order frequency

- Prioritization matrix, agreed with all department & with governance meeting
- New product vision at QC
- Supply chain vision at QC

## To...

- 20% Priority coming from Supply Chain

- Planning

- Clear Vision



# How to address skills and expertise to get the appropriate level of performance ?

## Strategy

- Identification of competences & knowledge needed  
→ Depends on the complexity of the method
- Specialisation or not  
→ Depends on lab activity and product
- Increase boundaries between QC Lab (business) & Human Resources (Recruiters) to have the right people for the identified needs
- Increase boundaries with the transfer organisation in order to identify the competences needed to perform the transferred analysis

## Process

- Coaching + Onboarding
- 1 expert (senior / intermediate) is identified  
→ Lab management, organisation  
→ Technic, Analysis  
→ SOP / protocol  
→ 3 Steps approach  
→ Virtual reality
- Training effectiveness  
→ KPIs (Right First time, Lead time...)  
→ Training Material review

**Next meeting :**

# Operational Excellence in Supply Chain

Event host at :



# For more info, contact :



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