

# Effectively and efficiently integrating two businesses to realise the merger values

## Client Situation

Our client is a globally operating pharmaceutical company which, following a merger, is among the top 25 pharmaceutical companies in the world. They have a presence in most major markets and employ a significant workforce worldwide.

With any merger it is important to integrate businesses both speedily and effectively to ensure that the value behind the merger decision is quickly realised. In reality mergers can, and often are, difficult with research indicating that between 30 and 80 percent fail to realise their value. Why? While money and effort often goes into re-engineering processes and integrating technology, too often change management and people issues are neglected. The very issues that will have a major impact on employees and, therefore, on the ultimate success of the merger, are not included in the merger plan; key issues such as the amalgamation of different cultures, the creation of a compelling vision for the future, the realignment of roles and responsibilities and the communication and engagement of all staff in the newly emerging business. The result is costly.

The biggest challenge of the global Drug Safety department at the client was the need to deliver the integration whilst continuing business as usual. To help with their strategy, WCI were engaged in a programme to aid a successful integration process. WCI developed the programme with the client to ensure that the value of the integration was realised and that objectives were met.

From the outset the agreed objectives were:

- to establish a common set of lean global pharmacovigilance processes; including routine case handling and aggregate reporting, as well as adhering to the emerging requirements for proactive signal detection and safety risk management
- to establish an effective integrated function operating from two sites in two different countries
- to manage change and engage all affected employees

## Model for Success

The programme began by addressing the purpose and vision of the client as highlighted in their objectives. WCI supported the Drug Safety leadership team in three further areas:

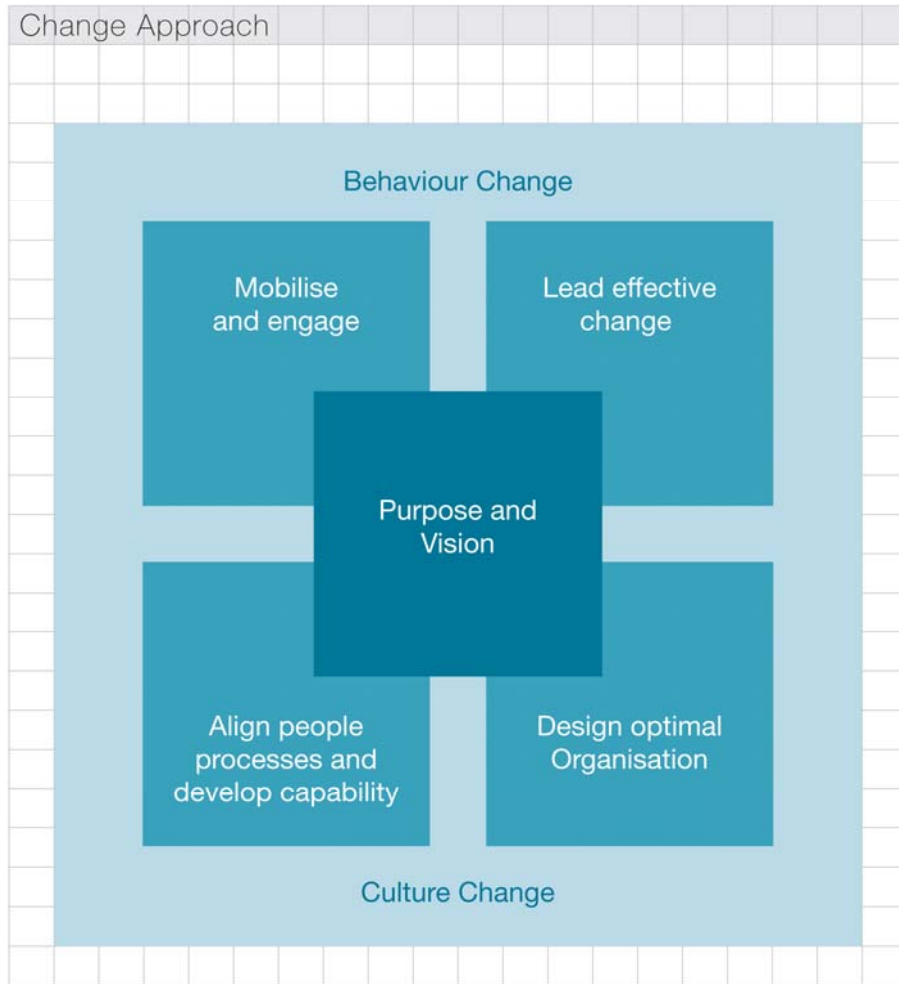
- **Optimal Organisation Design:** this included organisation structure, aligning job descriptions to process roles and a skills analysis
- **Aligning the Leadership Team:** supporting the new team in working together effectively, developing new skills, sponsoring and championing the change and engaging everyone in their respective departments
- **Developing Capability:** designing and implementing a new competency and career path framework, management and scientific, to support the acquisition of new skills and retention of qualified people.



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WCI's approach to the programme of work is demonstrated in the model for success below:



From the start, the client Drug Safety team and WCI formed a collaborative partnership; engaging in joint work teams and supporting and transferring capability to all colleagues. WCI's experience and expertise in People and Organisation saw them designing and facilitating workshops, developing frameworks and implementing best practice. WCI also provided support in a new department carrying out job analysis, writing job descriptions, developing training plans and preparing communications. Assistance was also provided by other areas of the business; guidance was given by the Human Resources department with regards to Work Council requirements in the relevant countries. Communication was important to ensure that staff were engaged at the right time, in the right way and with the right information throughout the project.

The result? A new organisational model is now in place which clearly defines both roles and responsibilities together with new ways of working that are clear and are measurable and aligned to the newly established processes.



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## Benefits

- Development of strong internal ownership for the project through appropriate communication and involvement
- The competency framework provides a set of objectives to work towards and people are clear about what is expected of them and what to do to develop
- The framework allows competencies to be standardised and measurable
- A career path that provides clarity of career progression and the requirements to achieve it either via management or via a scientific route
- Enhance leadership capability to ensure new and emerging processes are successfully implemented into the organisation
- Overall, successful implementation of process and technology by addressing the integral people factors that can mean the difference between success and failure.



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