

Case | People Strategy | Global Pharmaceutical Company

Shaping a new people strategy and delivery model

Situation

Our client is one of the fastest growing generic pharmaceutical companies in the world. A clear and ambitious growth strategy had been defined and included prioritized strategic pillars and several focus areas.

The key business drivers were: i) Growth, ii) regionalization and iii) cost focus.

A new People Strategy was needed to provide a direction for HR to best support further business success.

Challenges



Operating Model

- Business drivers and focus on regionalization required changes to the operating model



People & Culture

- Gaps and priorities varying across the geographic regions and functions made it difficult to develop global solutions
- Difficult to attract, retain and develop key people
- Agreed how to best translate company culture into actual behavior



Employee experience and Digitalization

- Enhance the employee experience as well as manage integration of technology
- Current platform for delivering online learning not sufficiently used. The direct link to business priorities not clear.
- Academy is based on self-directed learning. A need to implement an integrated training approach applying the 70/20/10 principles.

Approach

The project was executed in four main steps:



One of the key steps in this assignment was to assess the People Life Cycle. This was done by involving key stakeholders to understand current state and setting targets for all key HR activities. Subsequently, USTRAT was involved in driving several of the prioritized key activities, which included defining leadership journeys to address immediate training needs.

Benefits

- Alignment between the overall business strategy and the People Strategy – ensuring focus and allocation of resources to the right things
- Common understanding of priorities across the organization
- Roadmap for execution

Want to know more? Visit us at u-strat.com or contact: Poul Utzon, M: poul@u-strat.com, M: +4551801450