



## CASE STUDY

### *"Medical Devices/Pharmaceuticals" Company*

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#### Senior Vice President-Global Operations

"At a time when we were launching a transformational change programme the executive team needed support and guidance to navigate through the organisational complexities arising from rightsizing large operational sites, plant closure and business start up in China. The senior team and I appreciate your dedication and commitment during this challenging period. We have avoided delay and managed without disruption as our organisation transitioned. This is a credit to you and your team".

The business which is quoted on the London stock exchange is a global player. The Division was experiencing significantly lower profitability than its peers both externally and internally. It took a decision to offshore a significant proportion of its manufacturing from the USA to mainland China. Throughout the period demand for its products were increasing significantly.

The major issues facing this company were:

- Identifying and selecting an executive leadership team to manage the transformation.
- Ensuring supply continuity to worldwide customers dependent on the Company's products.
- Improving supply chain agility.
- Reducing the cost of manufacturing and service.
- Building a factory in China from scratch to an ideal design with the capacity to expand in the future.
- Managing the progressive closure of a US manufacturing site, without disruption.

#### Results:

- Support to the business in identifying and then developing a leadership team to manage a successful transformation.
- Supporting the business in programme and project management
- Development of a workable global organisational design and resourcing plan.
- Developing a Human Resources plan to deliver the successful organisational transformation.
- Implementing all aspects of the Global Human Resources plan including risk management and contingency planning compensation & benefits including expatriate management, manpower planning, training and development as well as organisational development initiatives embracing cross-cultural issues.
- Developing a high-calibre locally sourced HR team in mainland China

**Mike Barnett, HR Director and Consultant**