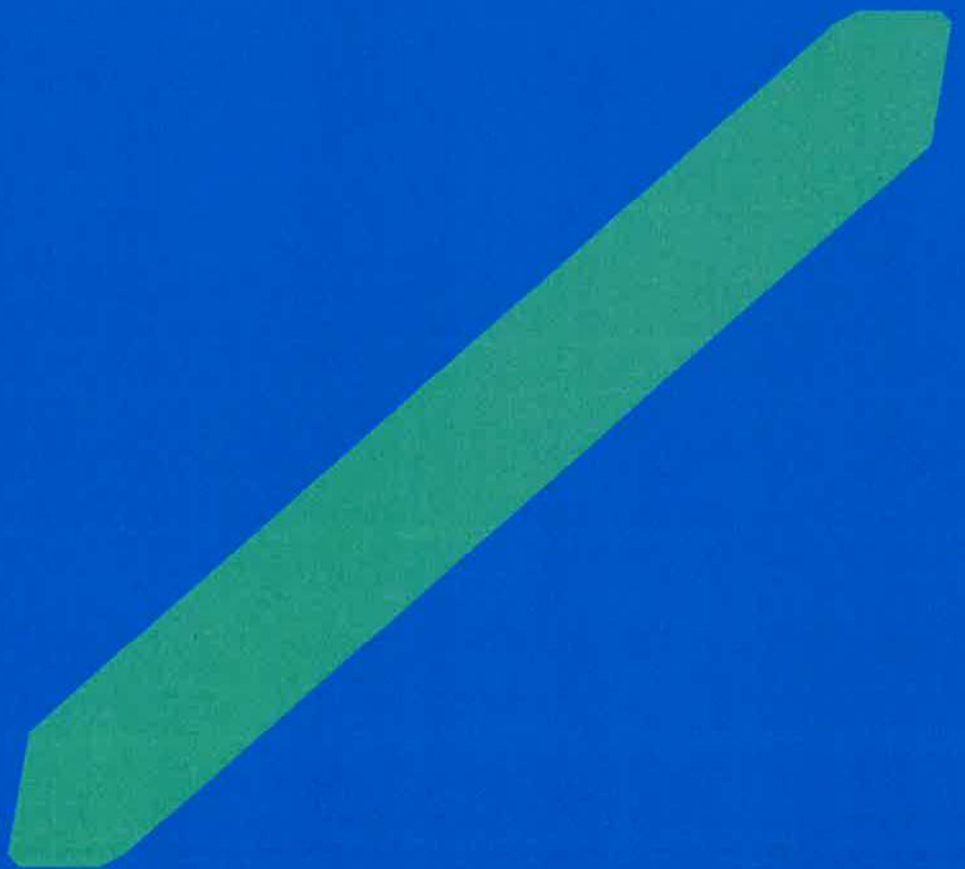


# *References.*



*Industrial Excellence.  
Count on 50 years' experience.*



# Reference letter

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Concerning:

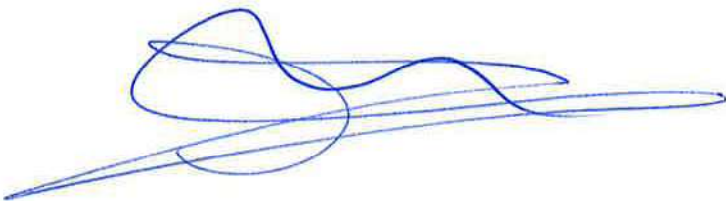
**Way of Working Preventive Maintenance at Sanofi Geel (Belgium)**

Geel (B), 27 September 2019.

In the name of Sanofi Geel, I state that PDM Consulting B.V. has successfully developed a new way of working for the preventive maintenance department of Sanofi Geel with excellent results that fully met our expectations.

We are looking forward to a deeper collaboration with PDM.

Sincerely,



Manuel Verheijen  
Director Technical Services  
Sanofi Geel

# Case: Sanofi

## Way of Working Preventive Maintenance Sanofi

### BACKGROUND SANOFI

Sanofi is a diversified healthcare company with its head office in Paris. Sanofi has more than 100,000 employees and is based in more than 100 countries. Sanofi is one of the largest pharmaceutical companies in the world.

With the acquisition of Genzyme in 2011, Sanofi has strengthened its expertise in the field of biotechnology and the treatment of rare diseases. Today, Sanofi brings new hope for patients with groundbreaking treatments for rare genetic diseases and for multiple sclerosis. Sanofi's activities in Belgium cover the full spectrum of biopharmaceutical development: from research and clinical studies to the production and marketing of innovative medicines.

### ASSIGNMENT

Sanofi Geel initiated the idea that a new way of working should be developed, after PDM identified several issues during the execution of preventive maintenance work. Especially since Sanofi's production capacity would be increasing shortly, a new way of working was required in order to address Sanofi's main concerns. This new way of working was necessary to correctly calculate working hours needed and to reduce inefficient hours during the execution of maintenance. PDM supported the local maintenance team with two change experts, in executing, guiding and reaching the project goals.

PDM developed two tools (calculation methodology and work preparation checklist) to assist Sanofi employees (of the In-suite Maintenance department) to prepare and calculate working hours in a better and more accurate manner.

### PROJECT APPROACH

The project approach consisted of several building blocks: Assessment, Definition of Tools, Pilot and Roll-out plan.

#### 1 – Assessment (Stage 1)

Deliberately one of Sanofi's complex bioreactor was selected in order to confirm management's concerns regarding the execution of preventive maintenance. As such, several PDM consultants executed a Hands on Tool Time (HoTT) measurement, by employing the HoTT app that delivers timely data, which quantifies (in)efficient hours worked. The results statistically supported the concerns that were already existent within the organization.

In addition to the required HoTT measurement, time regarding replacements of all components of the preventive maintenance plan were recorded. As such, PDM satisfied a specific need by providing clear wrench time data for 80% of all maintenance labor.

#### 2 – Definition of Tools (Stage 2)

Based on the first stage and by facilitating workshops and interviews to gather sufficient amounts of information, in stage 2 the two tools were developed to address the two major concerns. During this process, the Maintenance and Engineering departments were actively involved by PDM, on the one hand by providing valuable input, and on the other hand by being trained in applying the tools and thinking outside of their comfort zone.

# The impact of our work

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First, in close collaboration with experts from the organization a calculation methodology was developed, which nowadays enables the Maintenance and Engineering departments to calculate the number of working hours needed to complete a job. During the development process, the complexity of each form of maintenance was extensively discussed. Through this, the methodology can be applied to the different kinds of working environments at Sanofi Geel, resulting in accurate working hours. As such, this methodology enables the Maintenance department to better plan labor execution, reduce lead times, and improve asset availability.

Secondly, a work preparation checklist was actively developed with the Maintenance and Engineering departments in order to encompass all preparations required to be performed prior to execution of labor. At the same time, the checklist enables the Maintenance department (by employing a step-wise approach) to establish a fully complete and accurate preventive maintenance plan.

### 3 – Pilot (Stage 3)

In order to accurately test both tools as well as the application throughout the work order management process (WOMP), each stage of the WOMP was followed up (including the application of another HoTT measurement). By employing this approach, PDM was not only able to test both developed tool, but could also identify key improvement areas, which so far prevented Sanofi from taking full advantage of their potential.

### 4 – Roll-out plan (stage 4)

The development of a roll-out plan that aims to implement and digitalize the developed tools across the whole site (starting with the newly started production area), assess and improve the work order management process as well as reduce inefficiencies by addressing quick wins on the short term and implementing efficient processes on the long term.

### PROJECT RESULTS

The project goals were achieved successfully. In addition to the goals (development of easy to use tools), PDM was able to create a complementary link between both tools, as one (work preparation checklist) provides a valuable input for the other (calculation methodology).

In a project of 6 months 575 PM's were redesigned and entered in CMMS.

The project execution was realized in a shorter time than Sanofi's management had expected.

### Way of working

- Easy to use tools that can be applied by both the Engineering and the Maintenance department.
- By applying both tools during the pilot, the deviation regarding working hours compared to the first assessment dropped significantly.
- The new WoW can be replicated in other plants.

# The impact of our work

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*"I have found that an employee who has worked here for 20 years suddenly started to run business where previously he had his doubts. The change component of PDM was clearly visible.*

*The implementation of the project was faster than Sanofi's management had expected, due to the effectiveness of PDM's project management."*

Manuel Verheijen – Director Technical Services – Sanofi

