

# A New Organisation for a New World

- Part One **Success Story - Large Pharmaceutical**
- Part Two Games Development Studio
- Part Three Global Shared Service
- Part Four How to Develop a Virtual Organisation



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This podcast is from the successful implementation of the Obeng OrganoWeb™ in one of the worlds largest Pharmaceutical Businesses



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## BACKGROUND

The business in this success story, like many others in our fast changing complex world, was wrestling with many challenges; difficulties in aligning for effective product launches, rising operating costs, a lack of focus on profitability, complexity of markets and dealing with regulation...



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# OUTCOMES

In addition to a significant improvement in business performance, other outcomes included faster speed to market, better executed launches and marketing campaigns, reduction in operating costs and an increase in staff morale and a culture which enabled staff to feel empowered and take the initiative...



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## CONTEXT

The presentation in this podcast was adapted from an internal communications message initially played as a video to staff audiences to help them understand the New Organisation. It provides a good illustration of how to move beyond hierarchy to a dynamic, flexible, virtual organisation...



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THE VIRTUAL BUSINESS SCHOOL

# CREATING A NEW ORGANISATION

## New Skills in Life

- Commanding world leadership in life sciences
- World's second largest pharmaceutical group UK



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# CREATING A NEW ORGANISATION – THE CHALLENGE



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# CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing



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# CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains



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# CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable



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# CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable
- Reacts quickly



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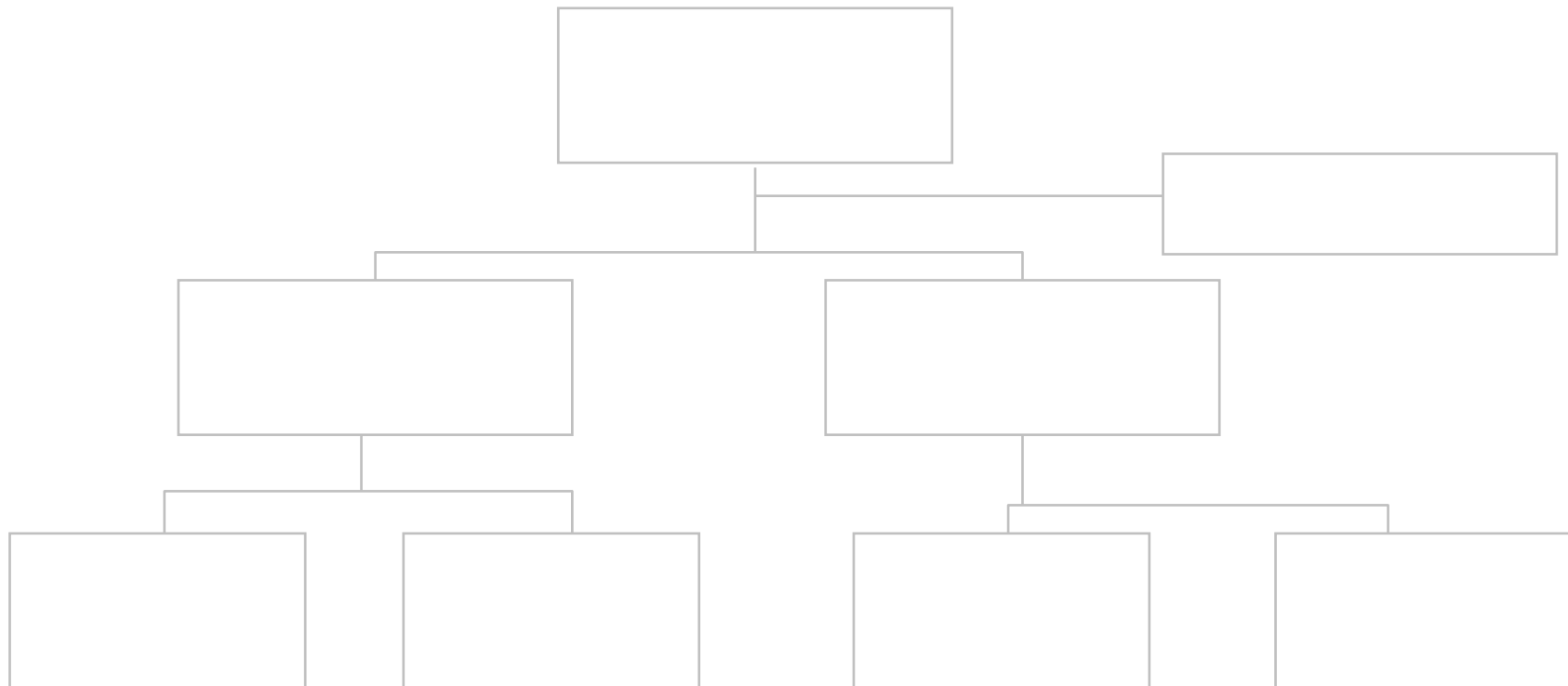
# CREATING A NEW ORGANISATION – THE CHALLENGE

- Customer facing
- Short decision chains
- Dynamic and accountable
- Reacts quickly
- Capable of effective management



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# CREATING A NEW ORGANISATION – TRADITIONAL GENERIC CHART



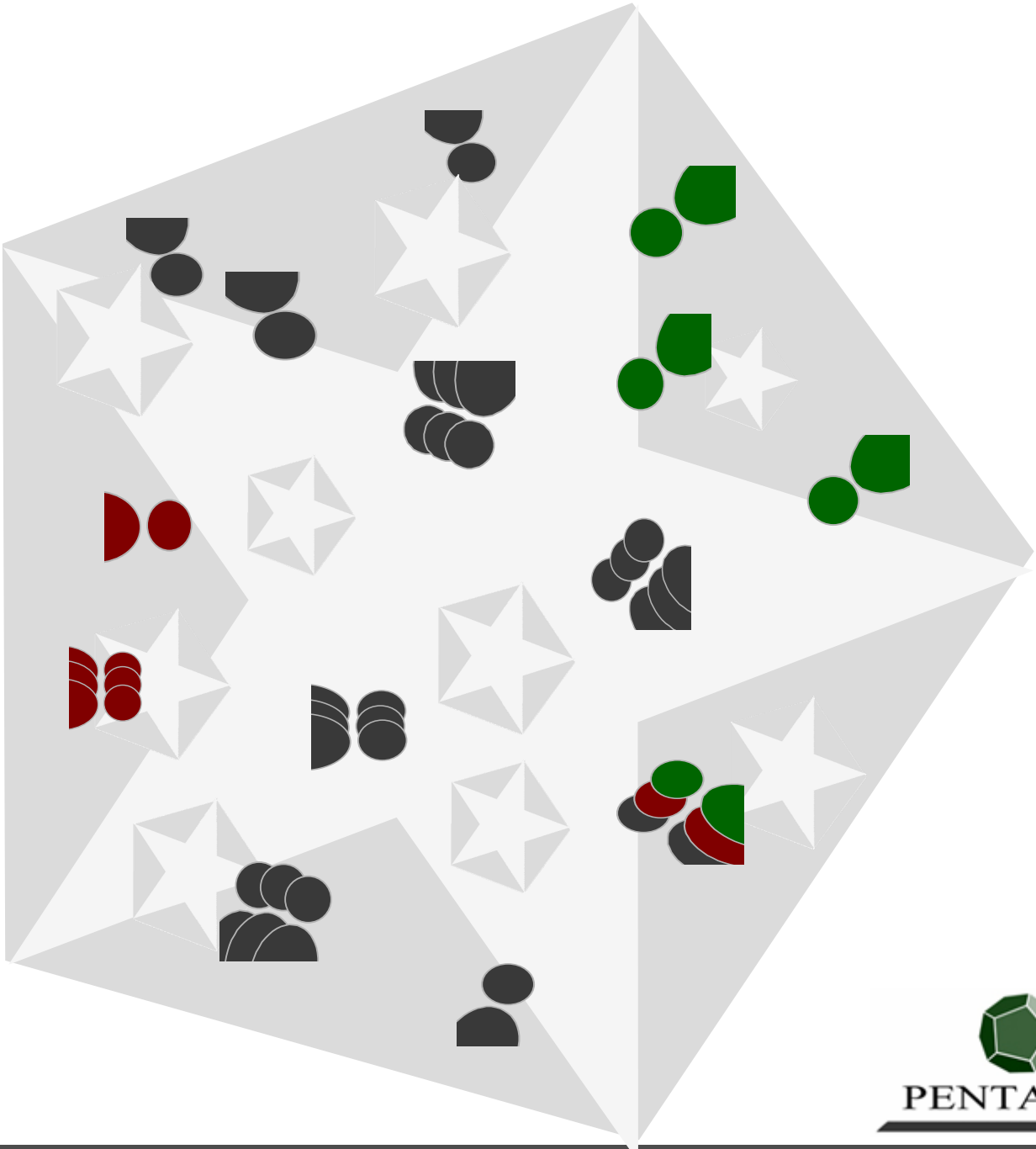
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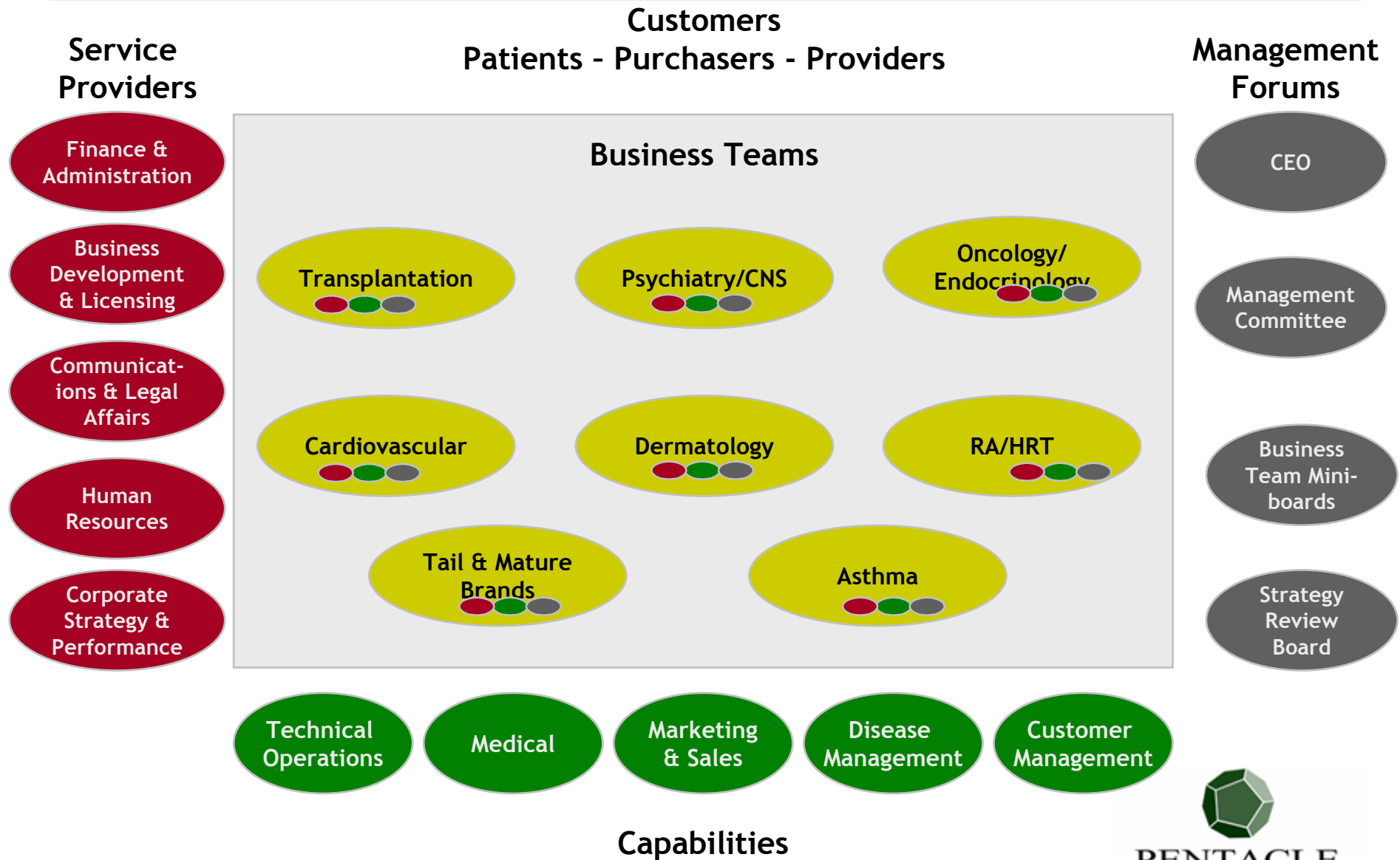
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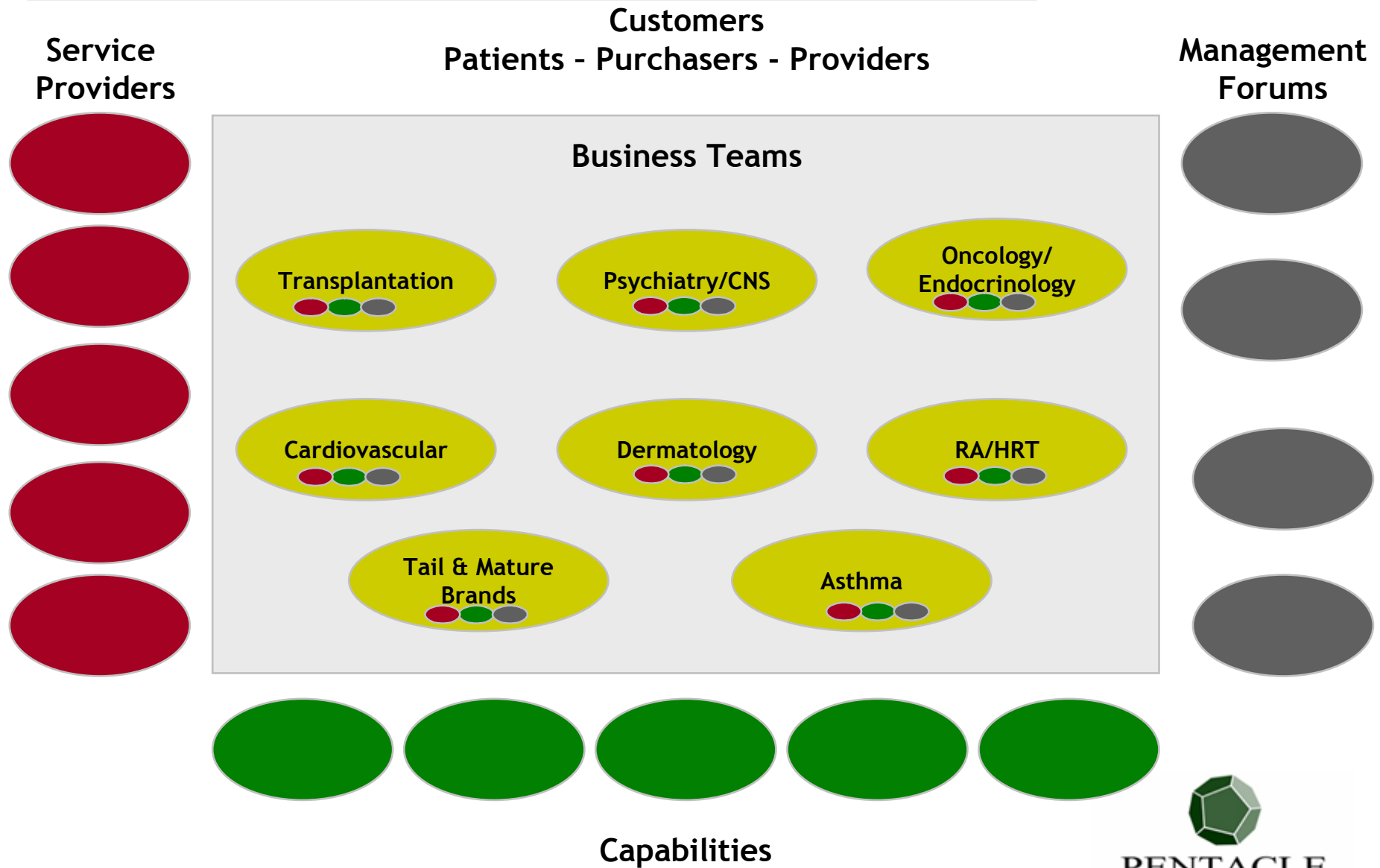


# THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



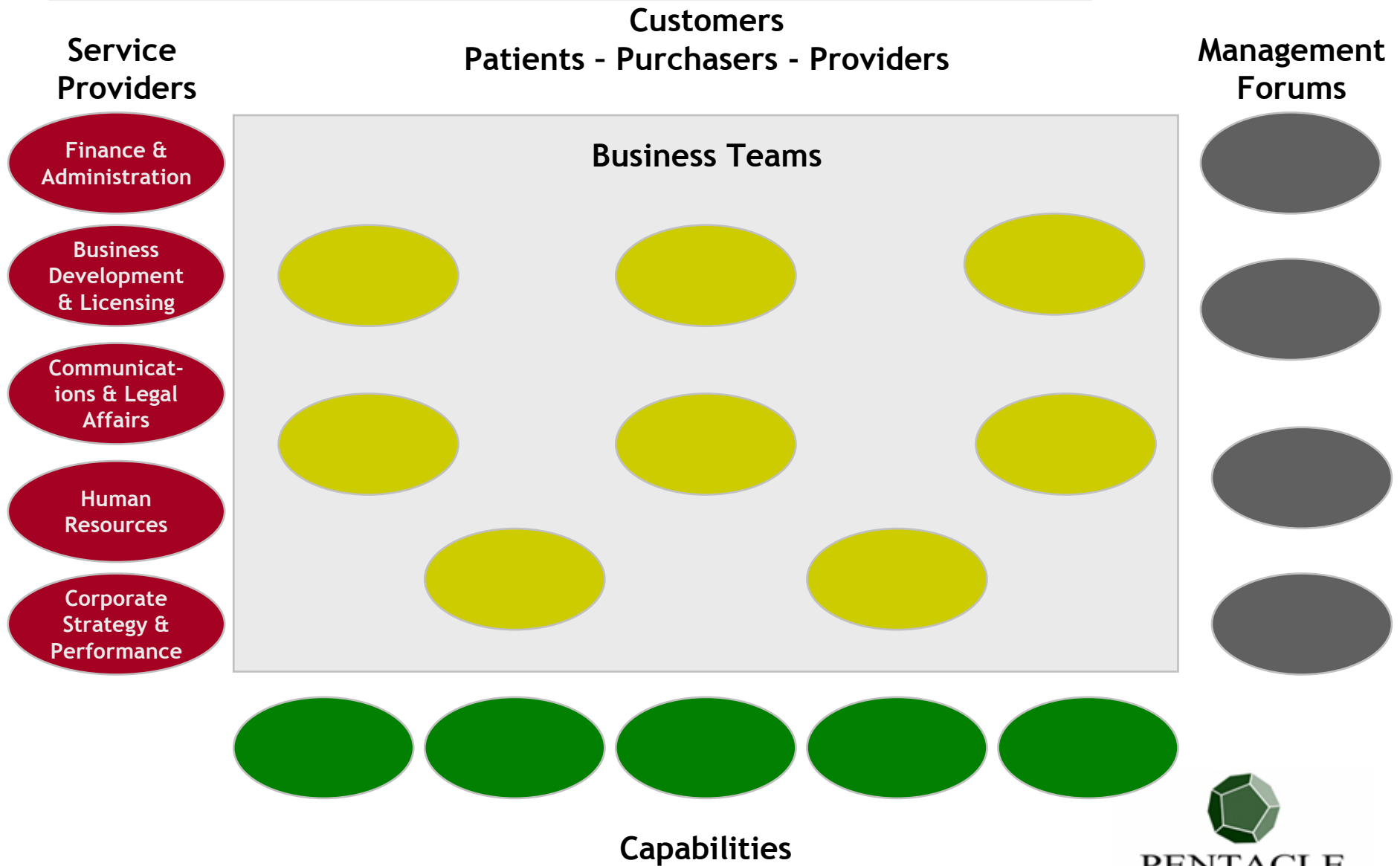
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# THE OPERATIONAL GRID – Business Teams



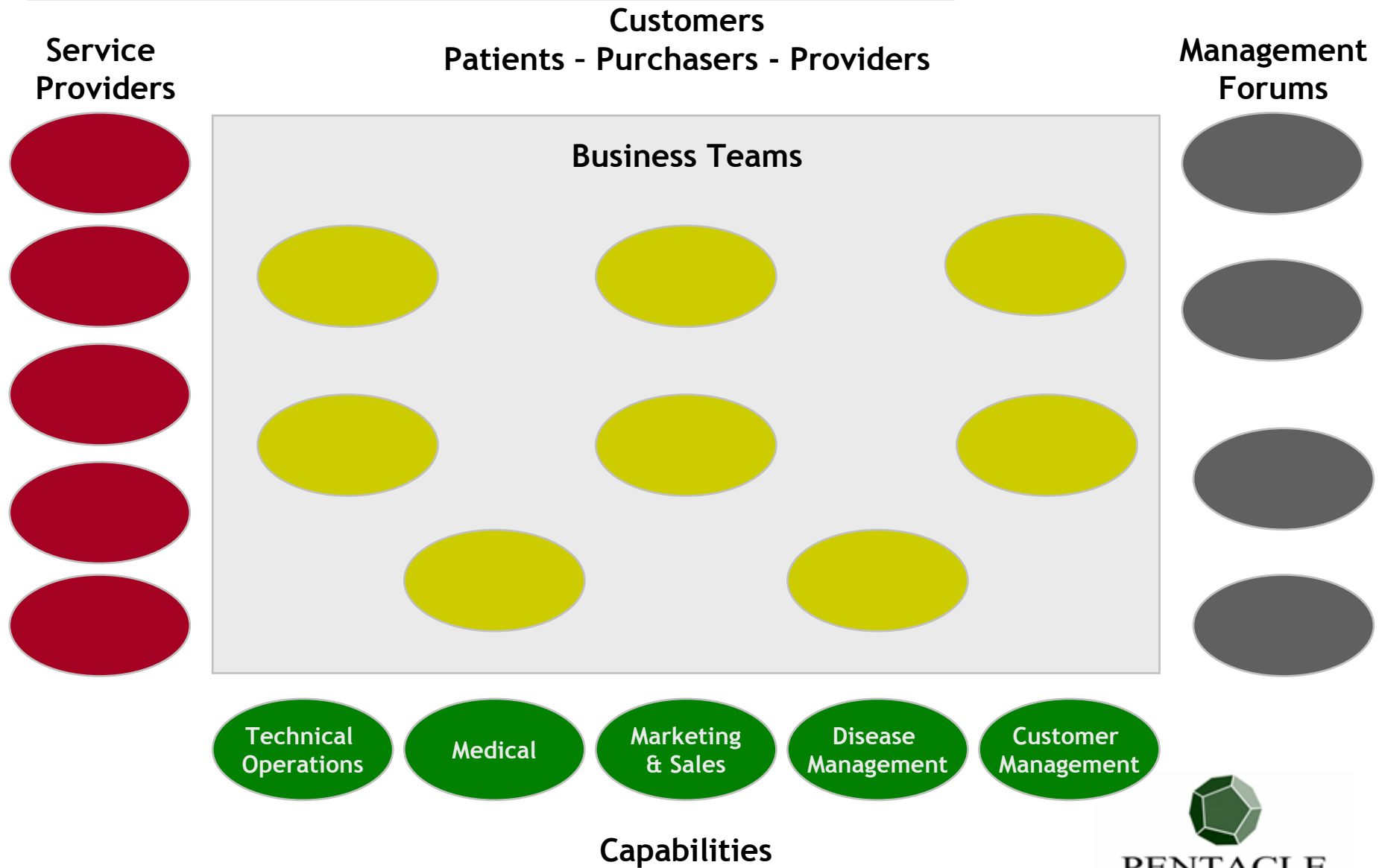
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# THE OPERATIONAL GRID – Service Providers



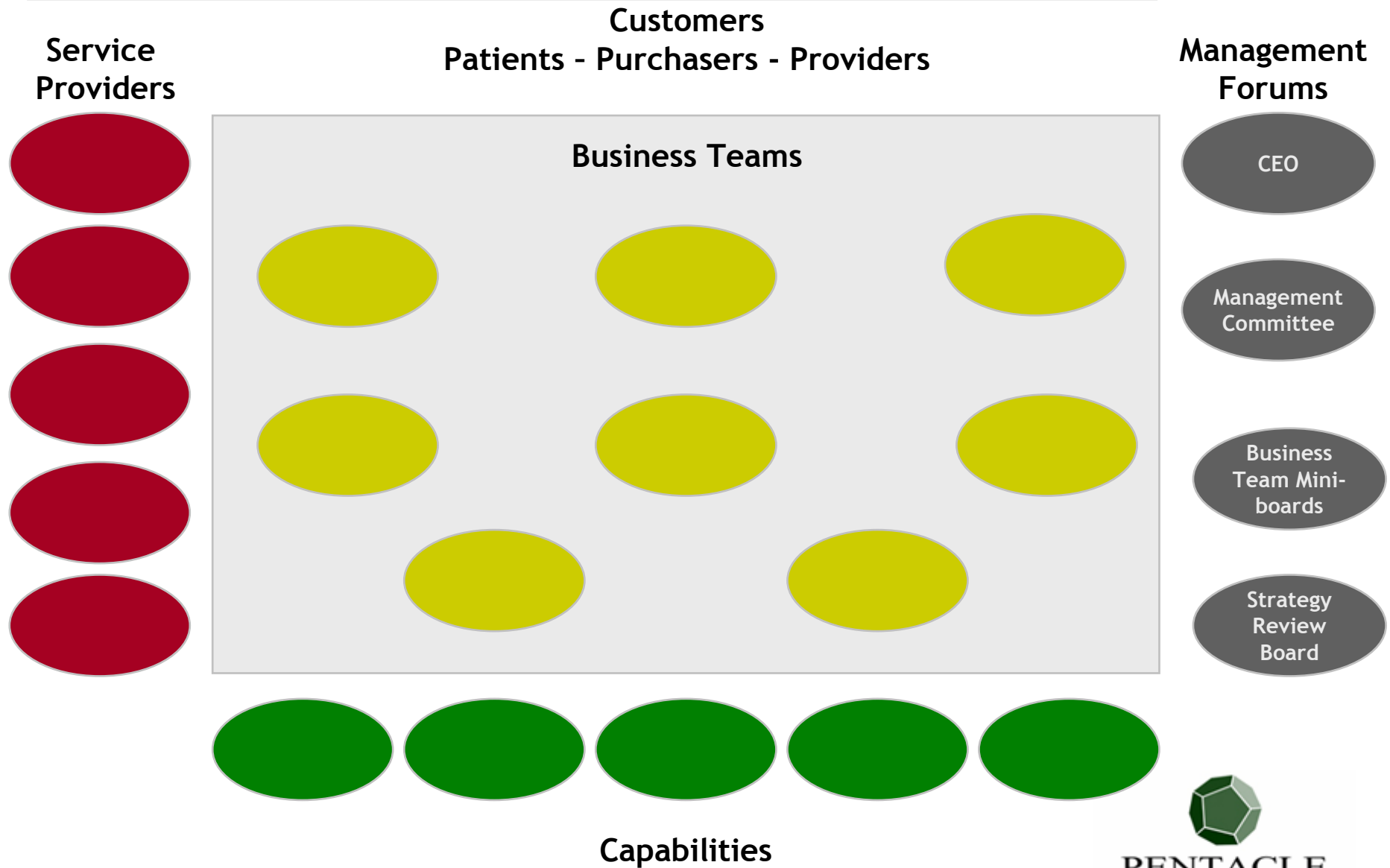
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# THE OPERATIONAL GRID – Capabilities



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# THE OPERATIONAL GRID – Management Forums



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# THE OPERATIONAL GRID – SERVICE PROVIDERS

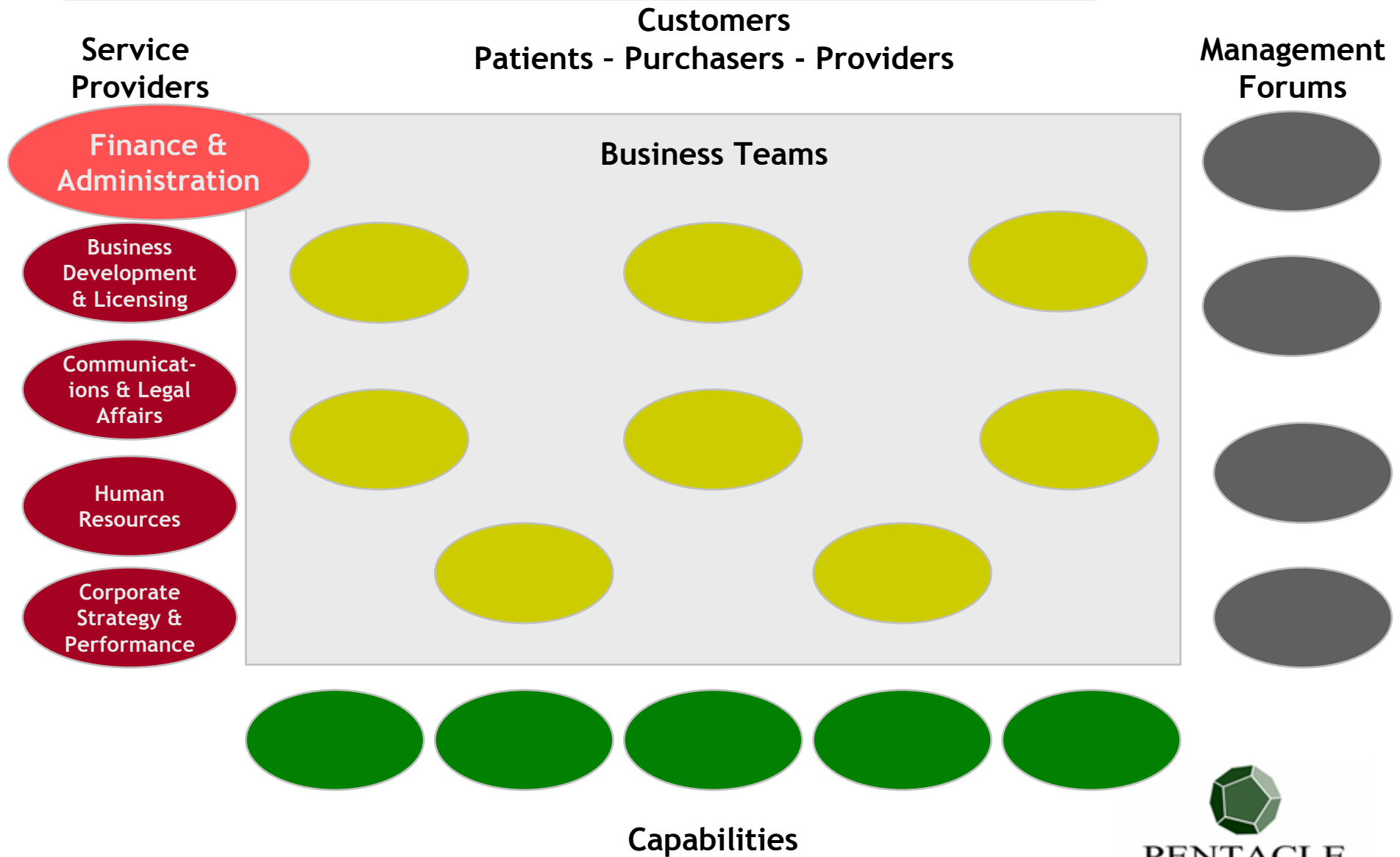


Providing professional advice and support to all business teams, capabilities and management



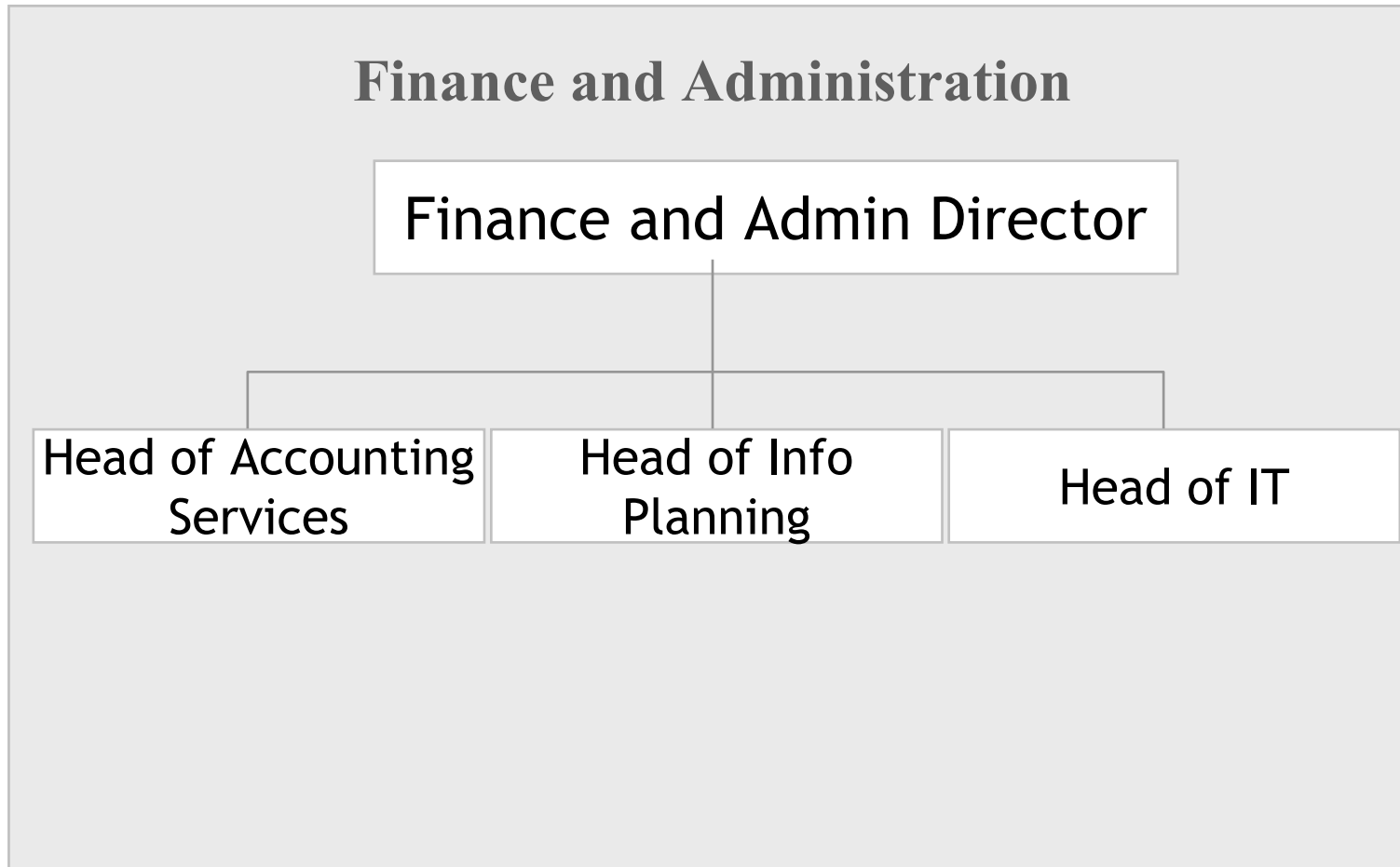
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# THE OPERATIONAL GRID – Service Providers



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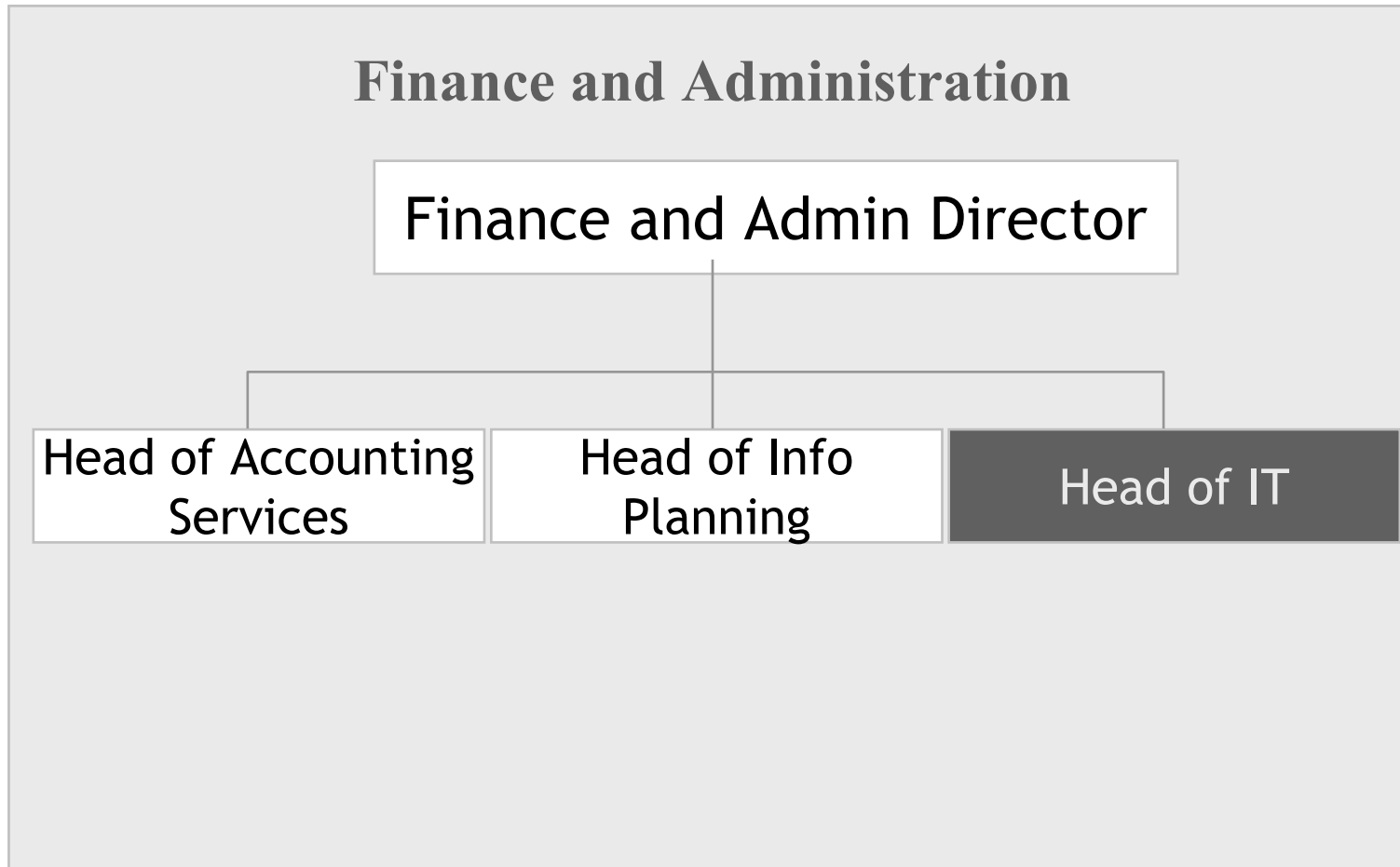
# THE OPERATIONAL GRID – SERVICE PROVIDERS



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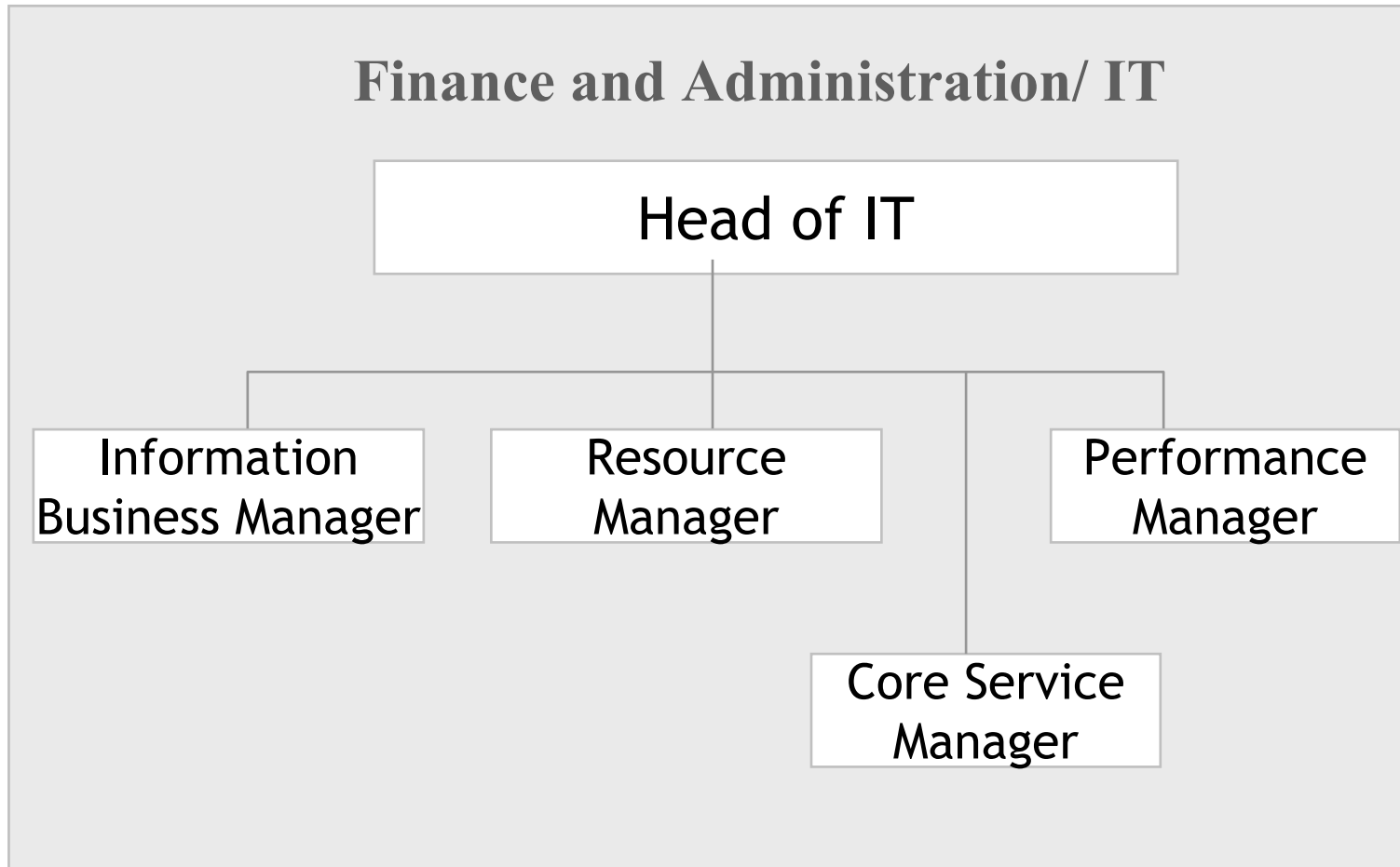


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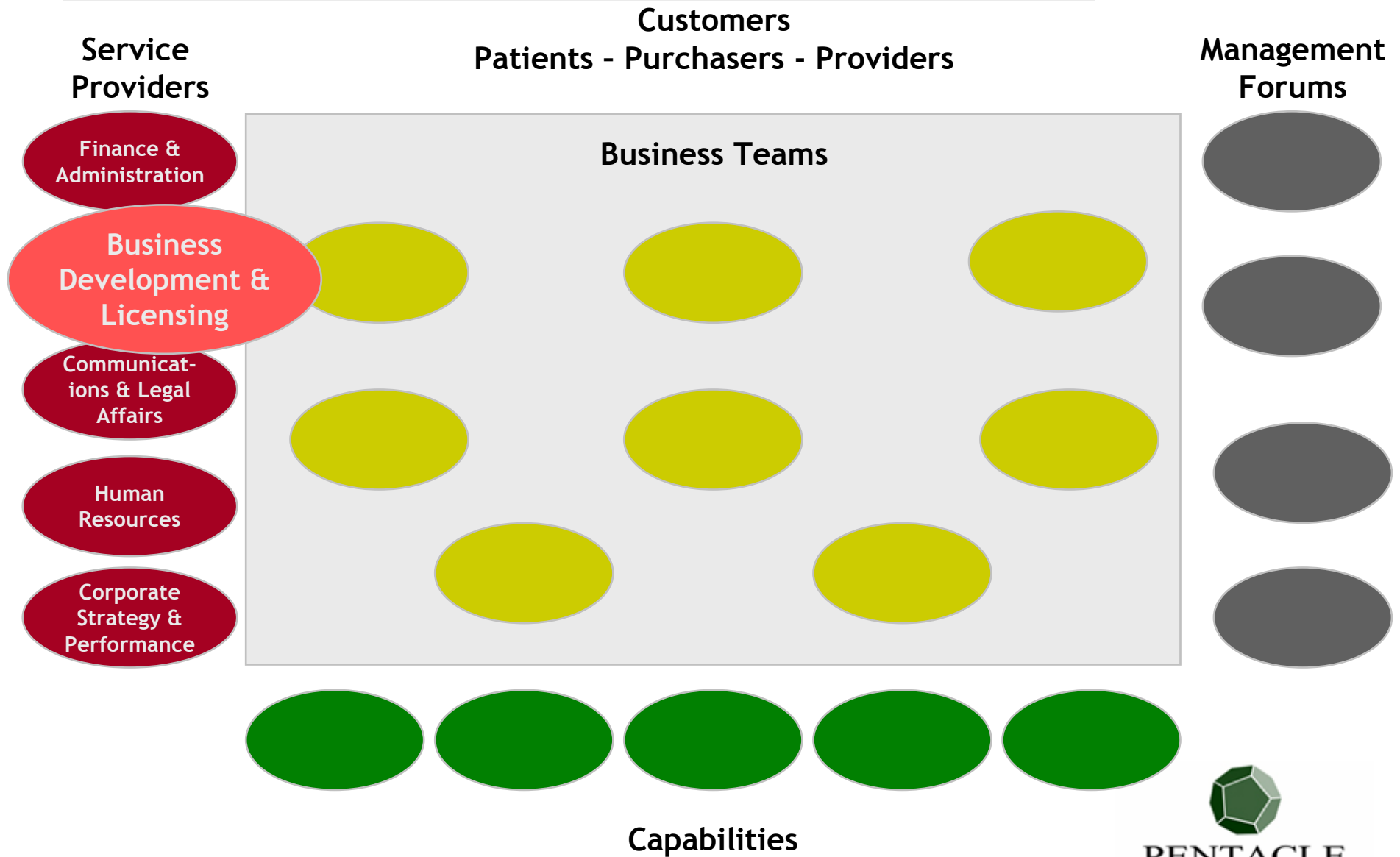
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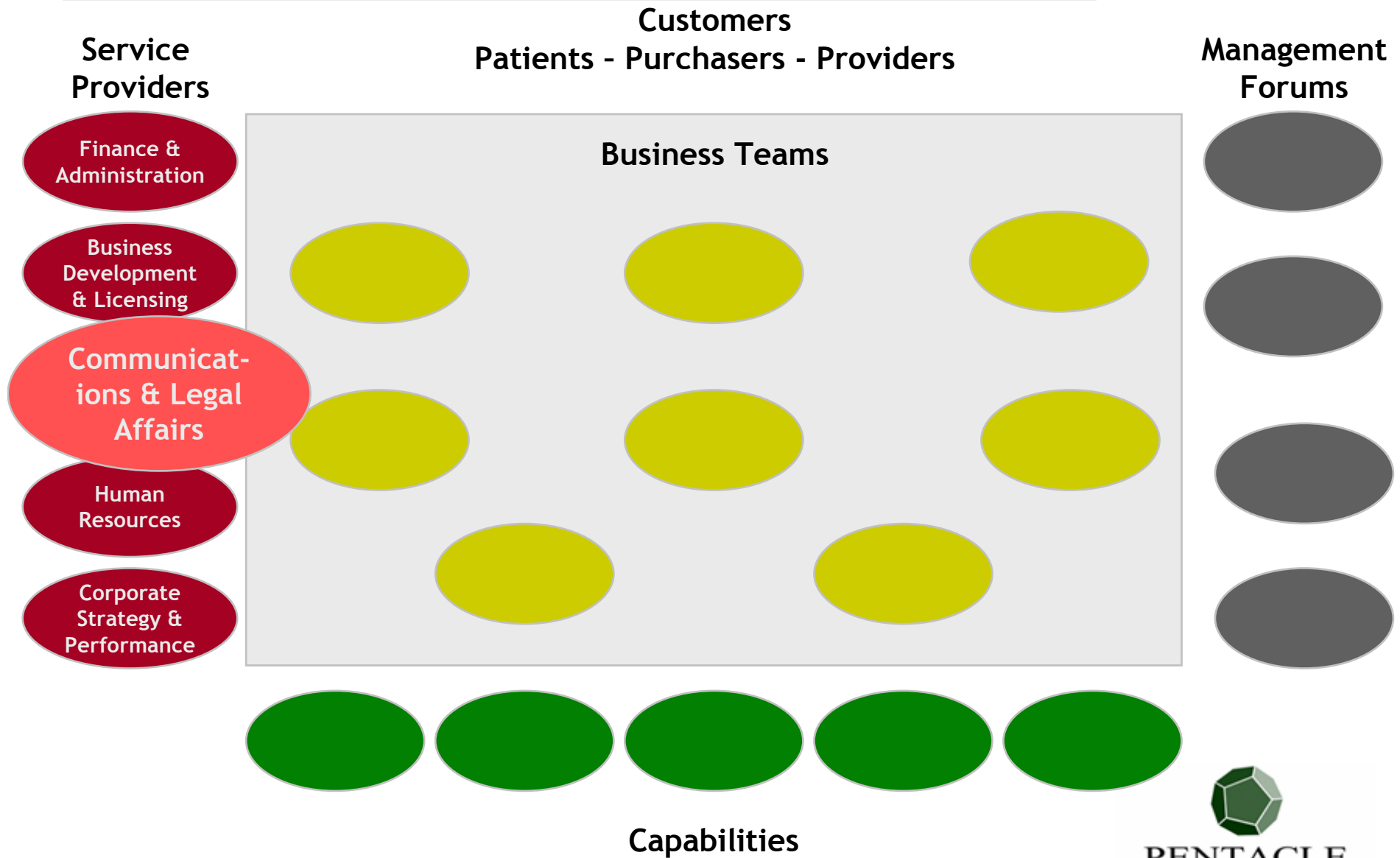
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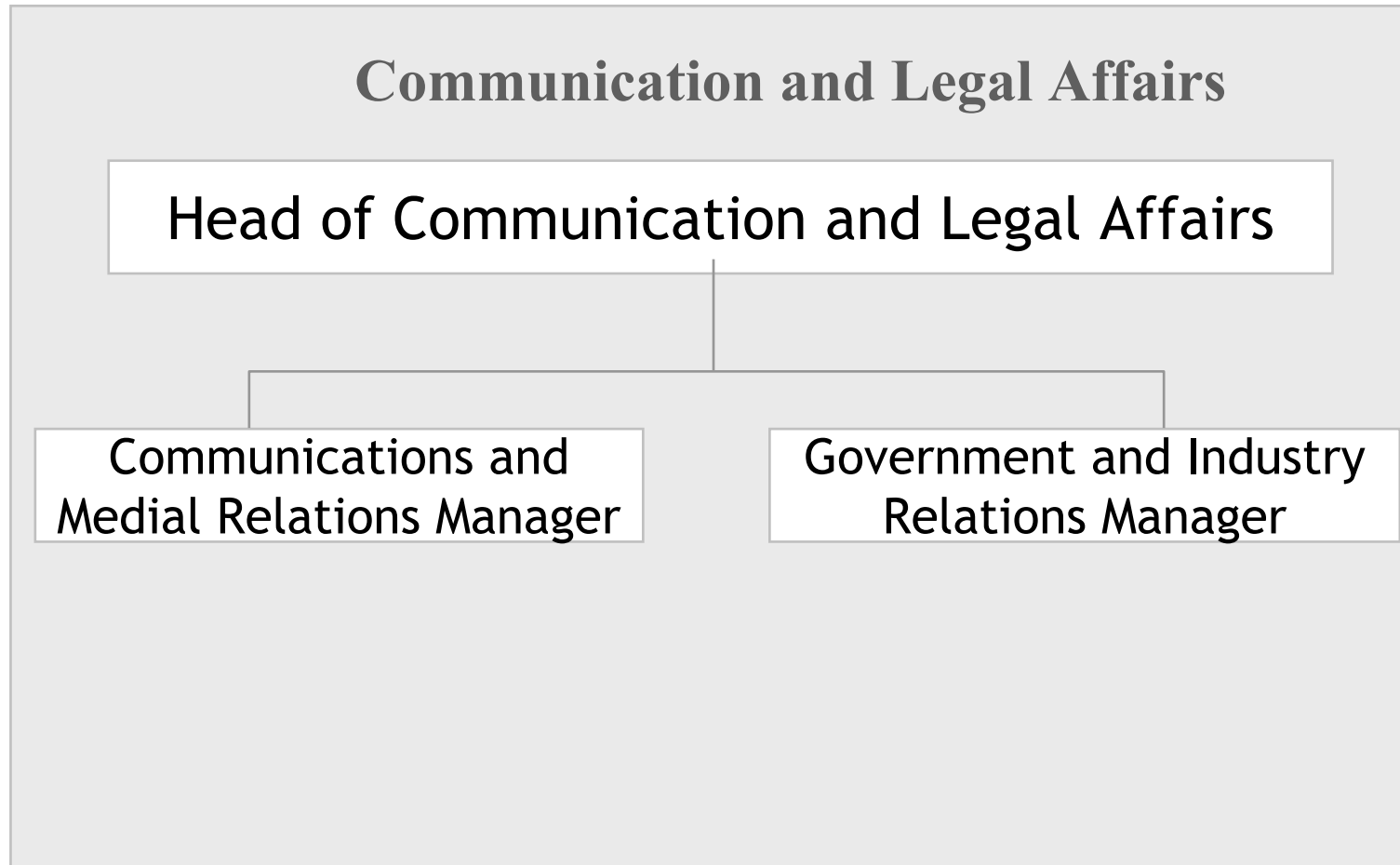
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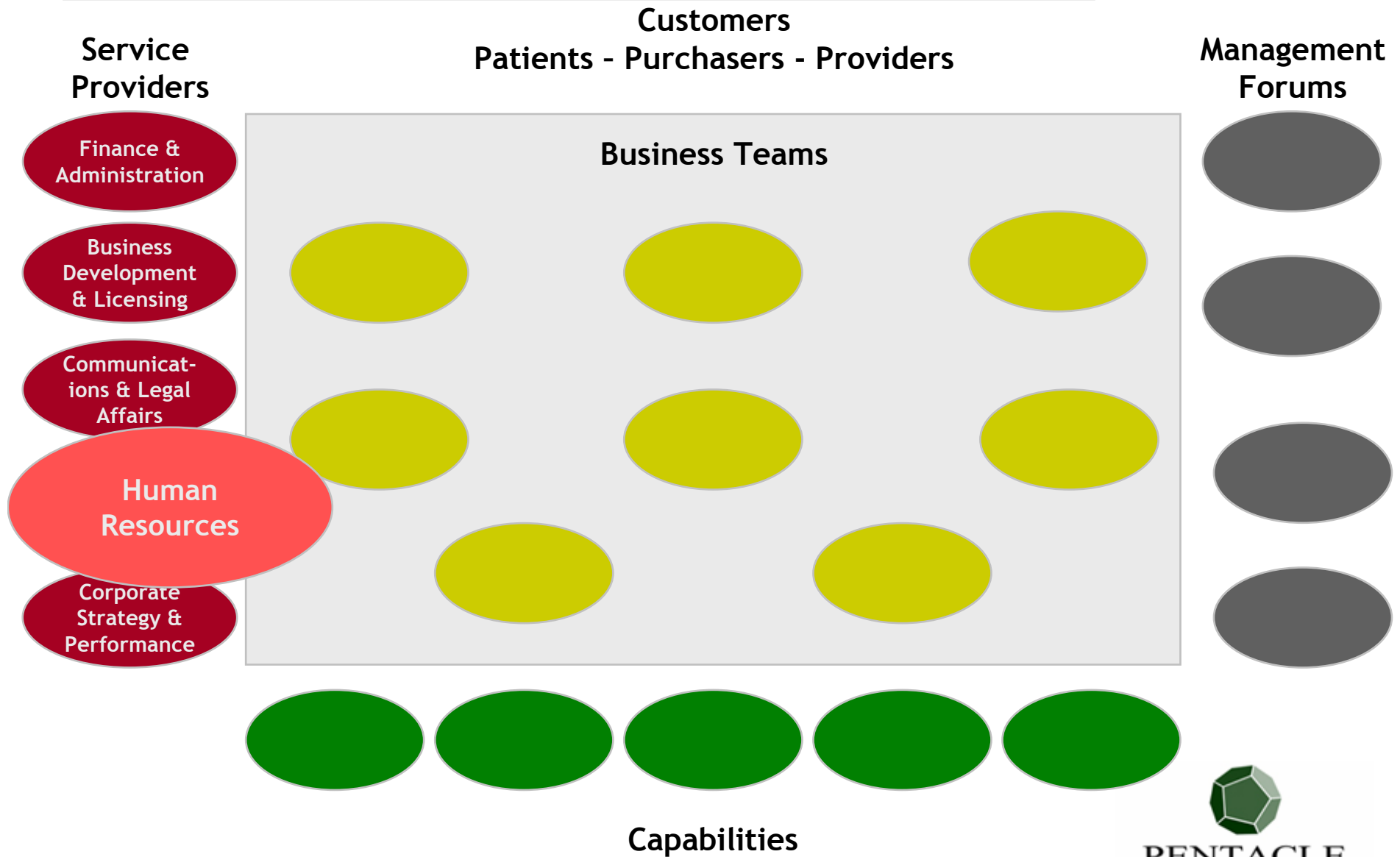
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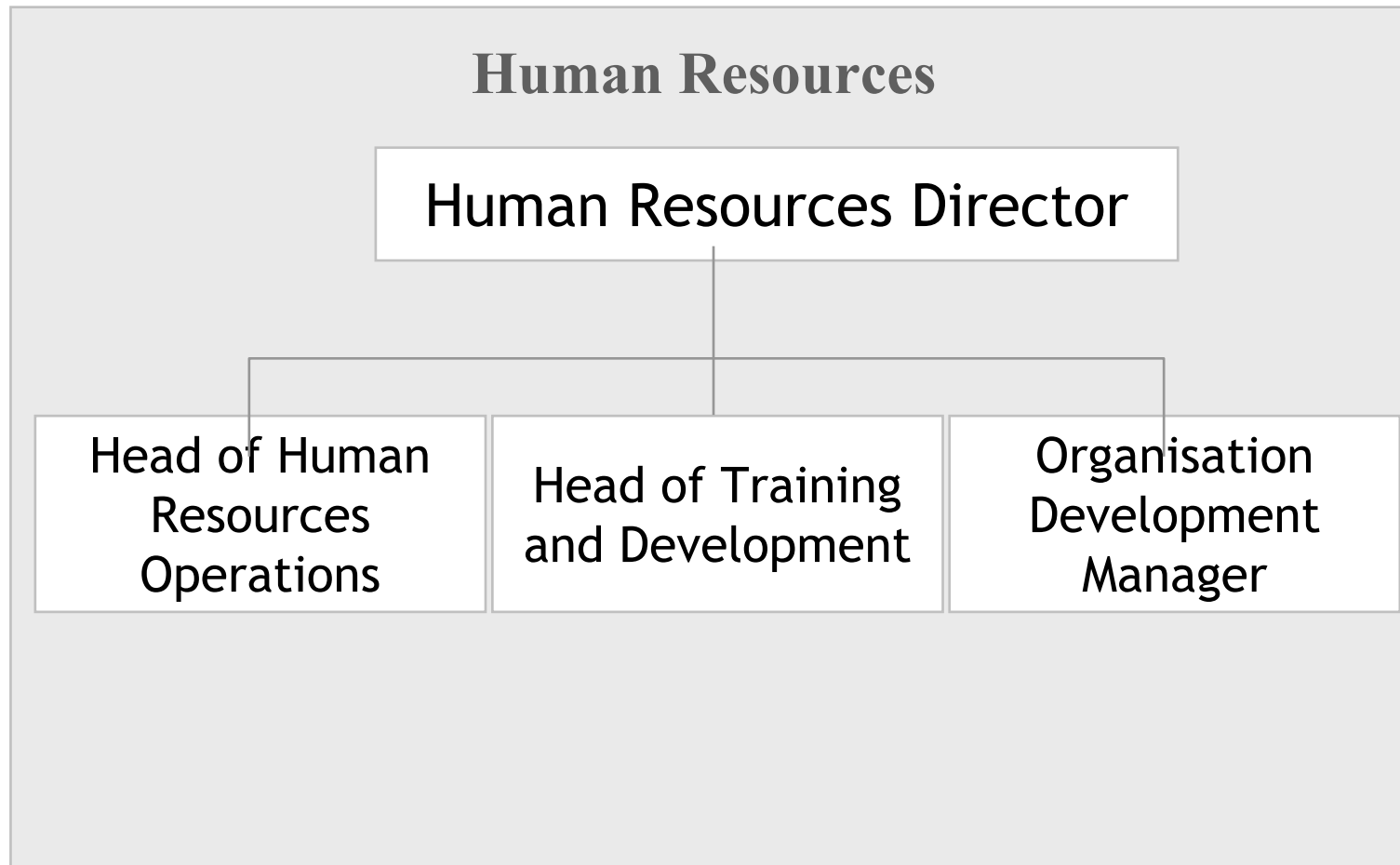
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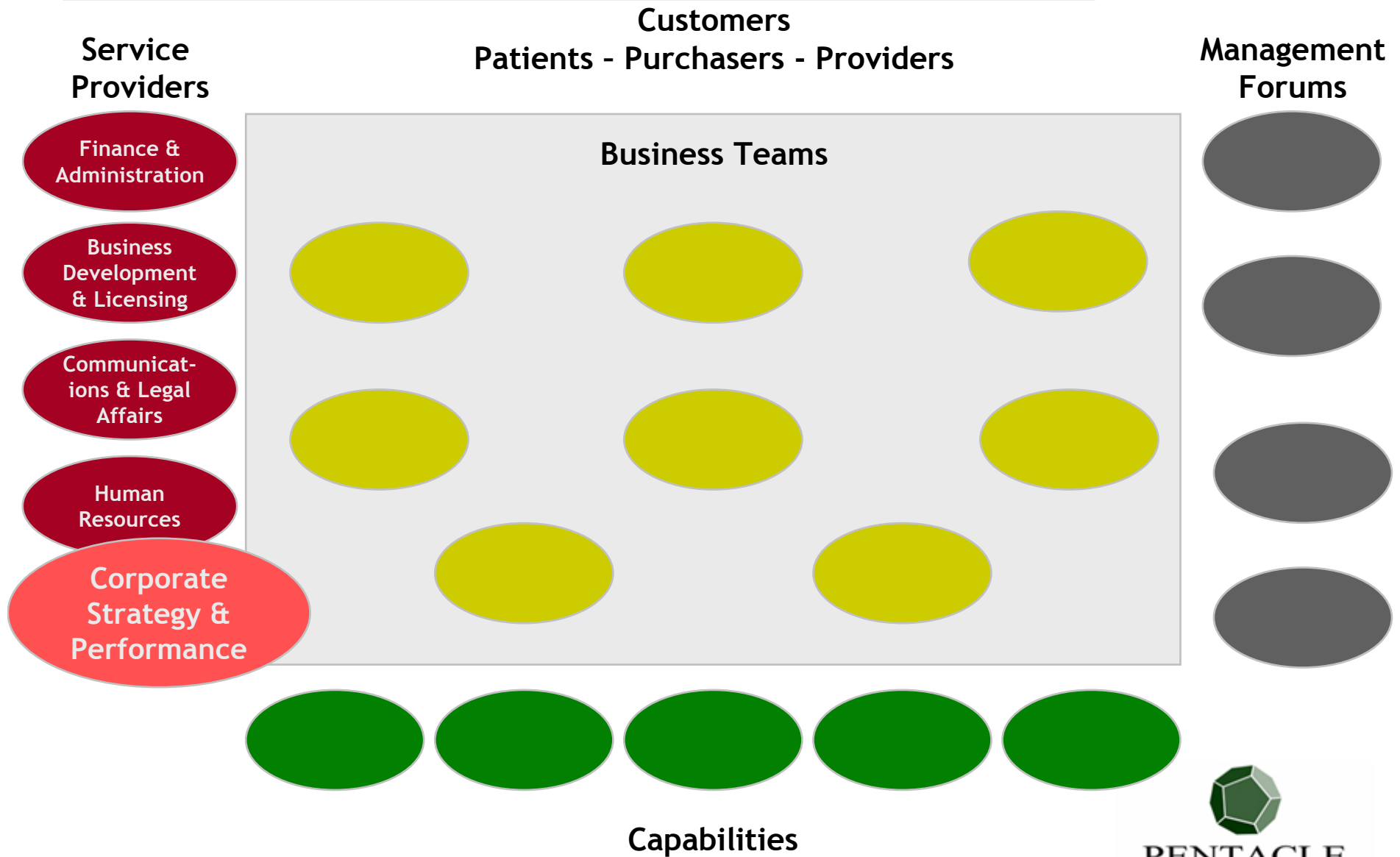
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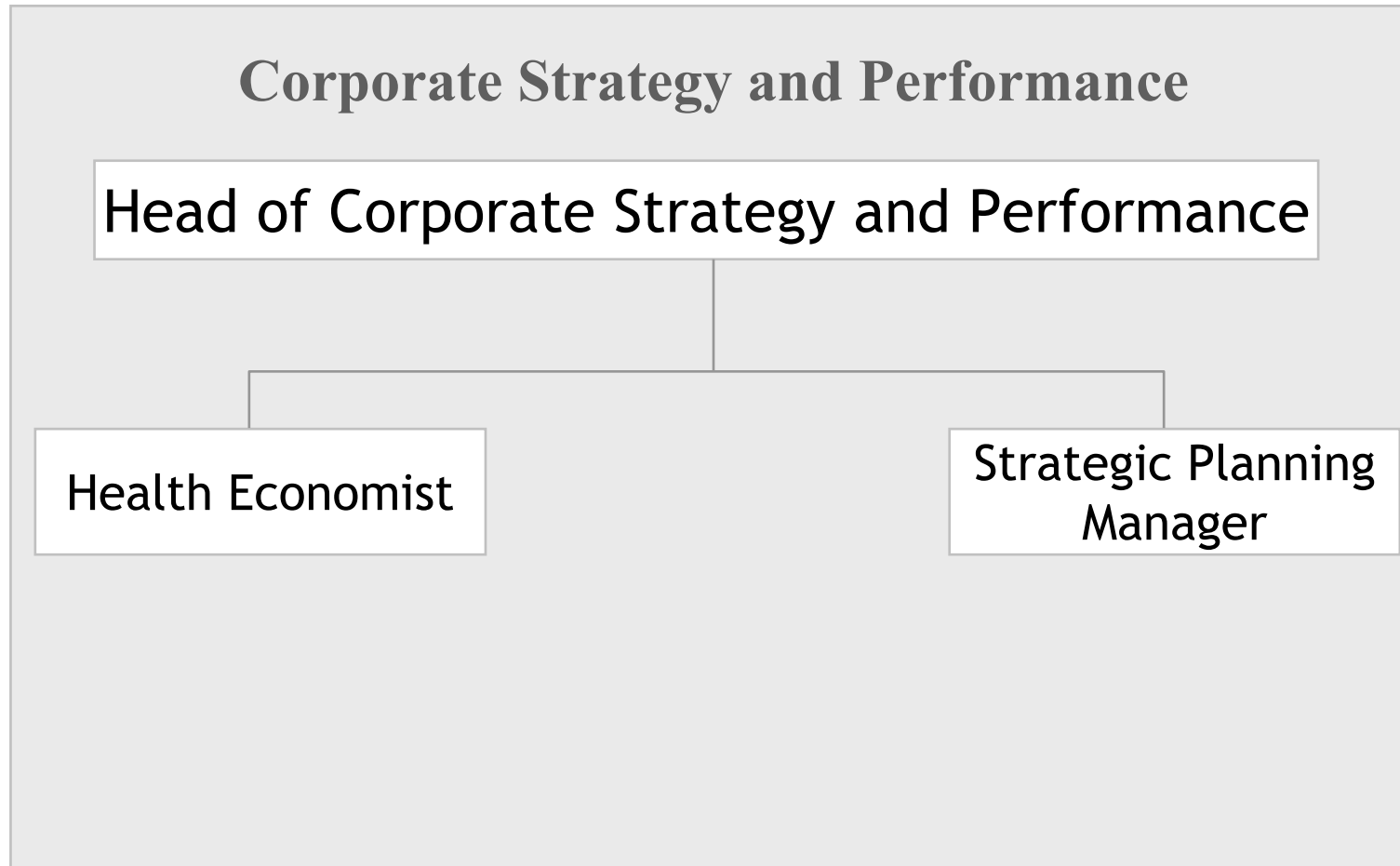
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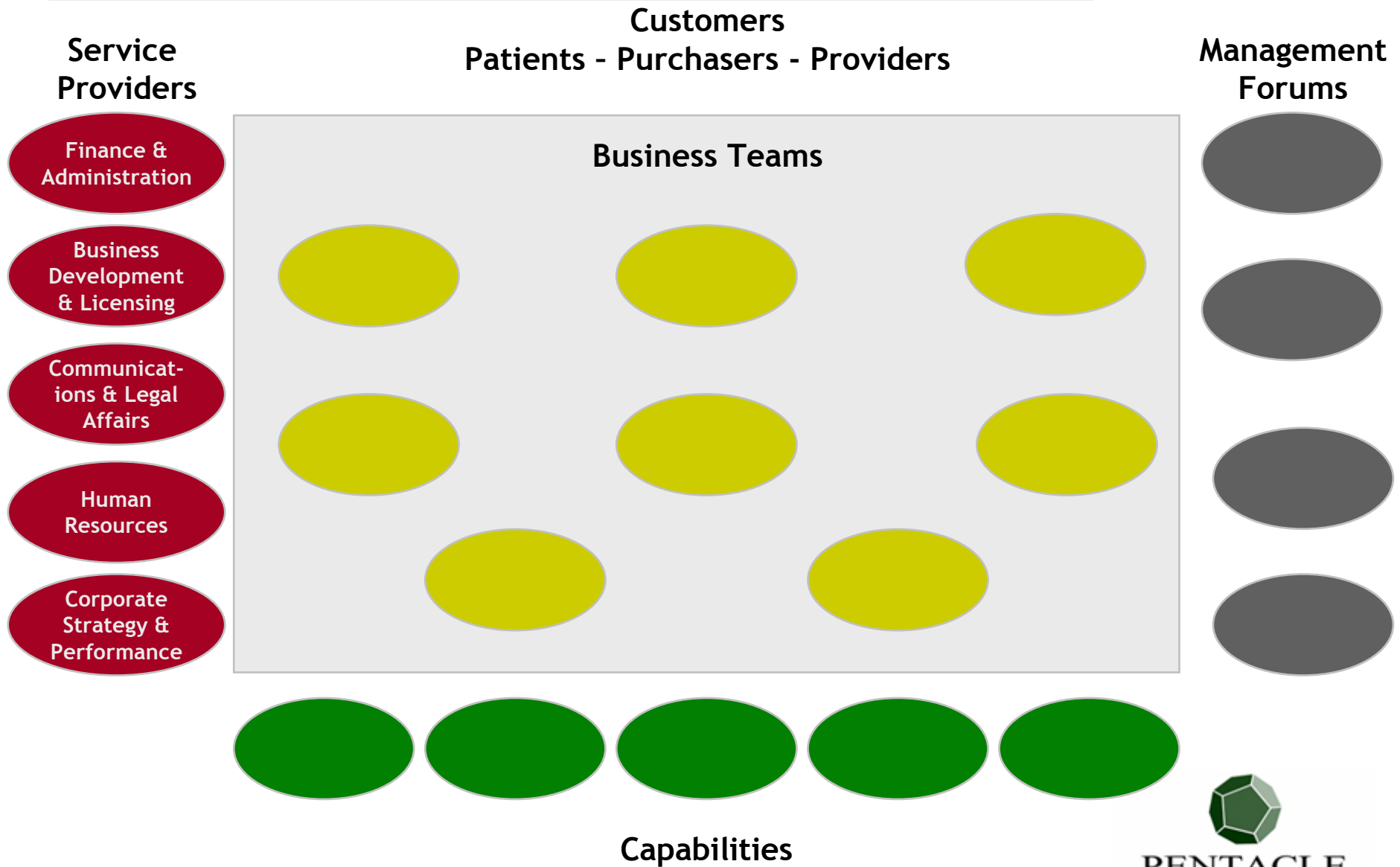


# THE OPERATIONAL GRID – SERVICE PROVIDERS



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# THE OPERATIONAL GRID – Service Providers



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# THE OPERATIONAL GRID – C A P A B I L I T I E S

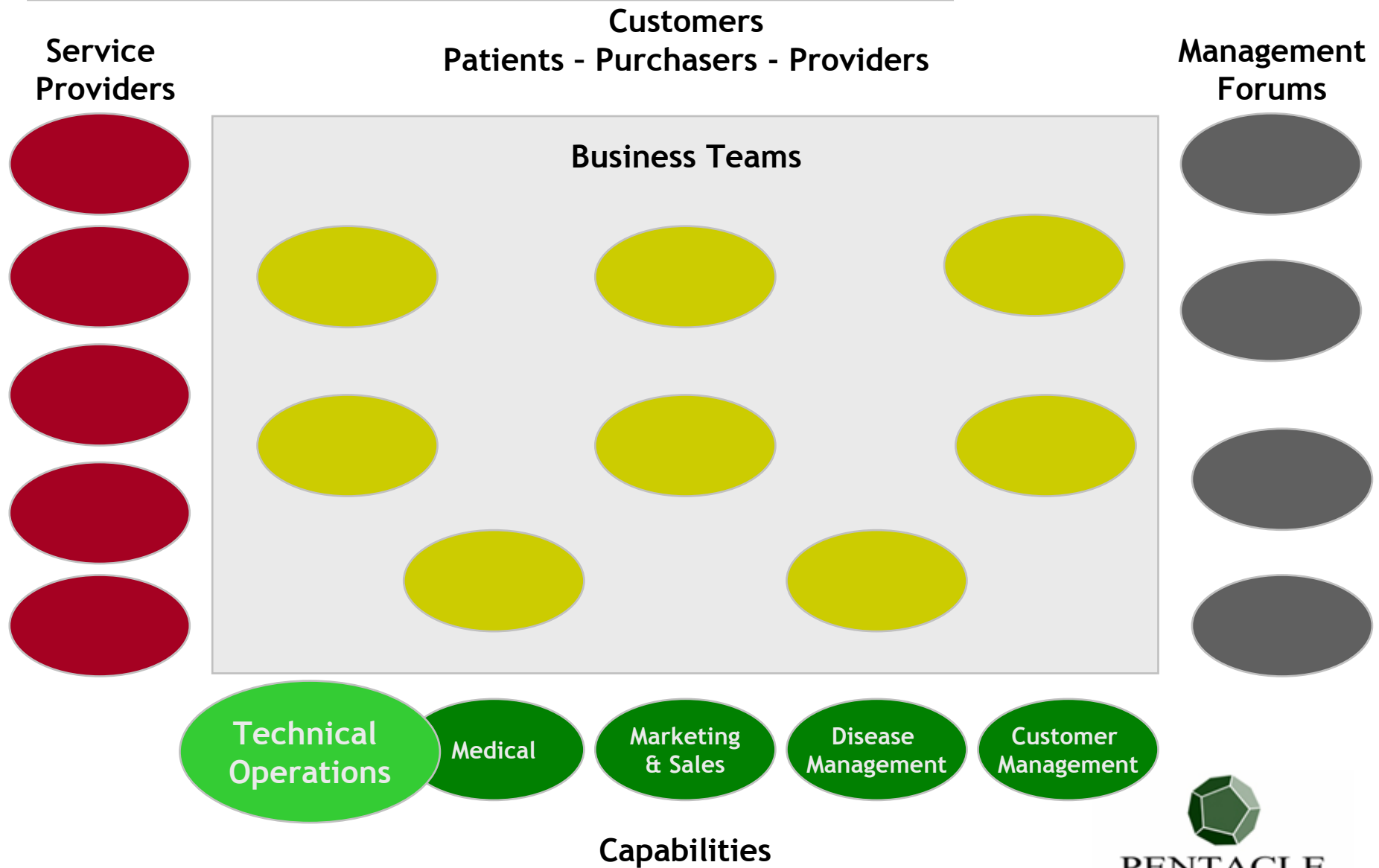


Providing the expert skills  
which are critical to the  
money making process of a  
Business Team and building  
the organisation's core  
competences



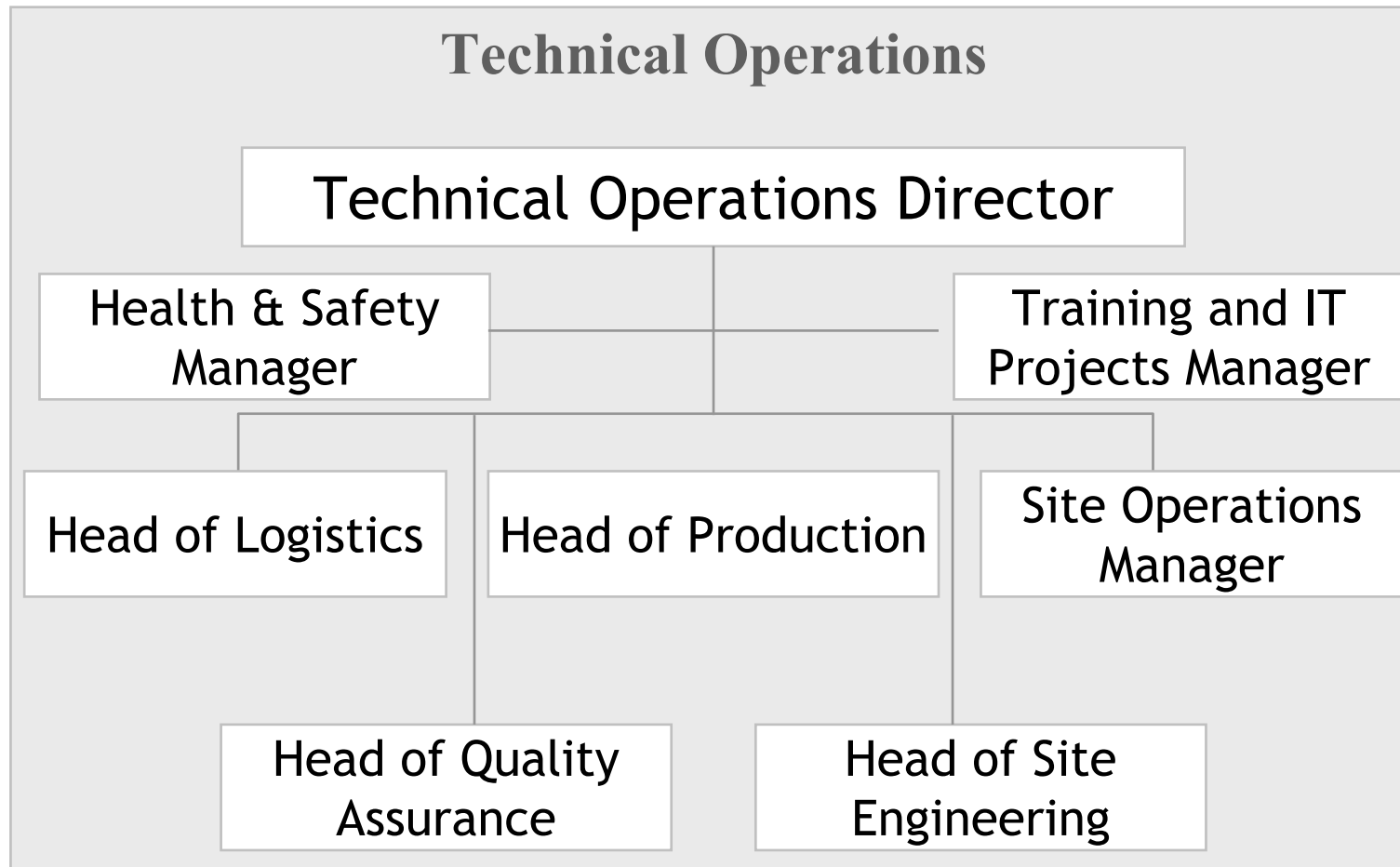
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# THE OPERATIONAL GRID – Capabilities



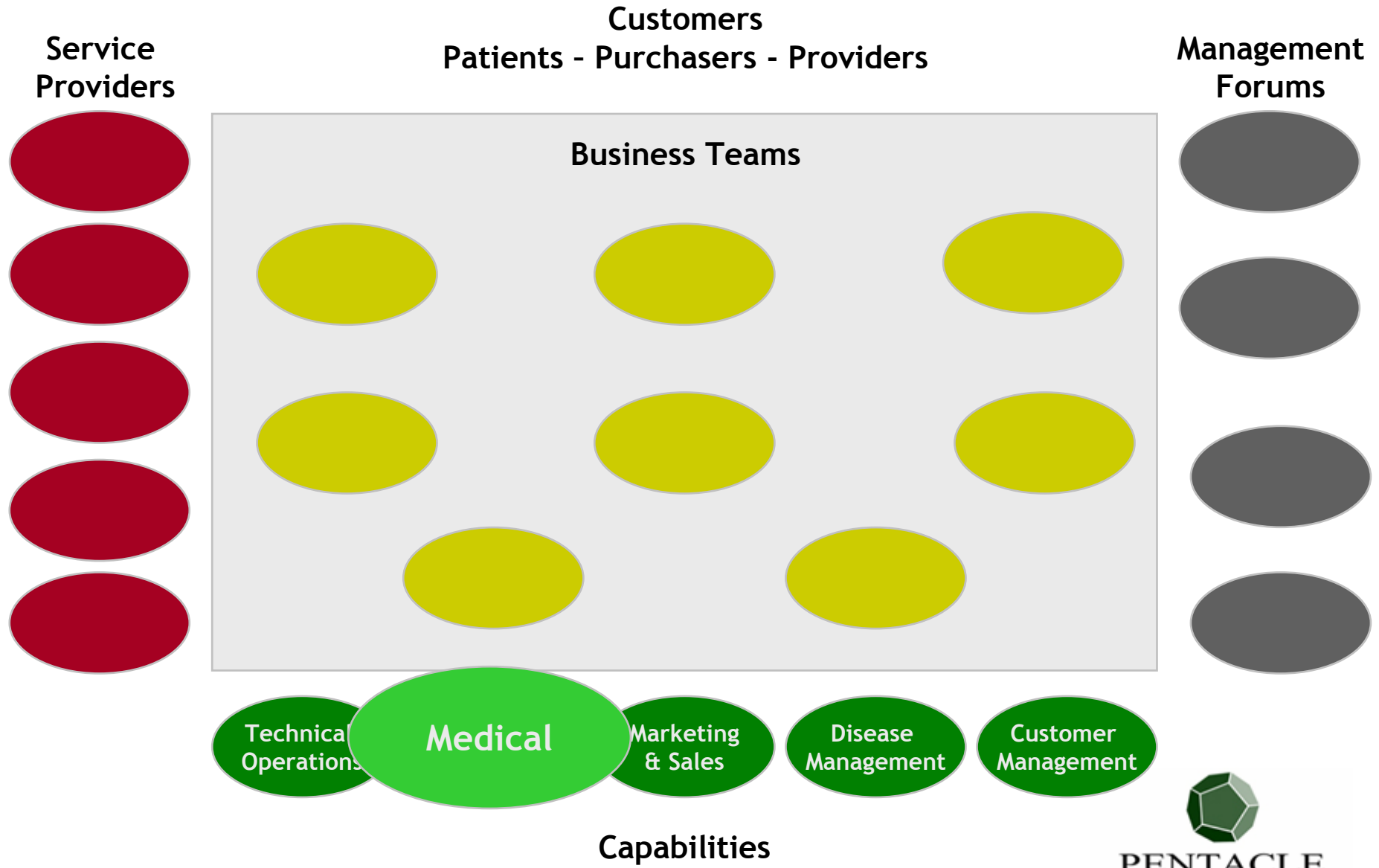
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# THE OPERATIONAL GRID – CAPABILITIES



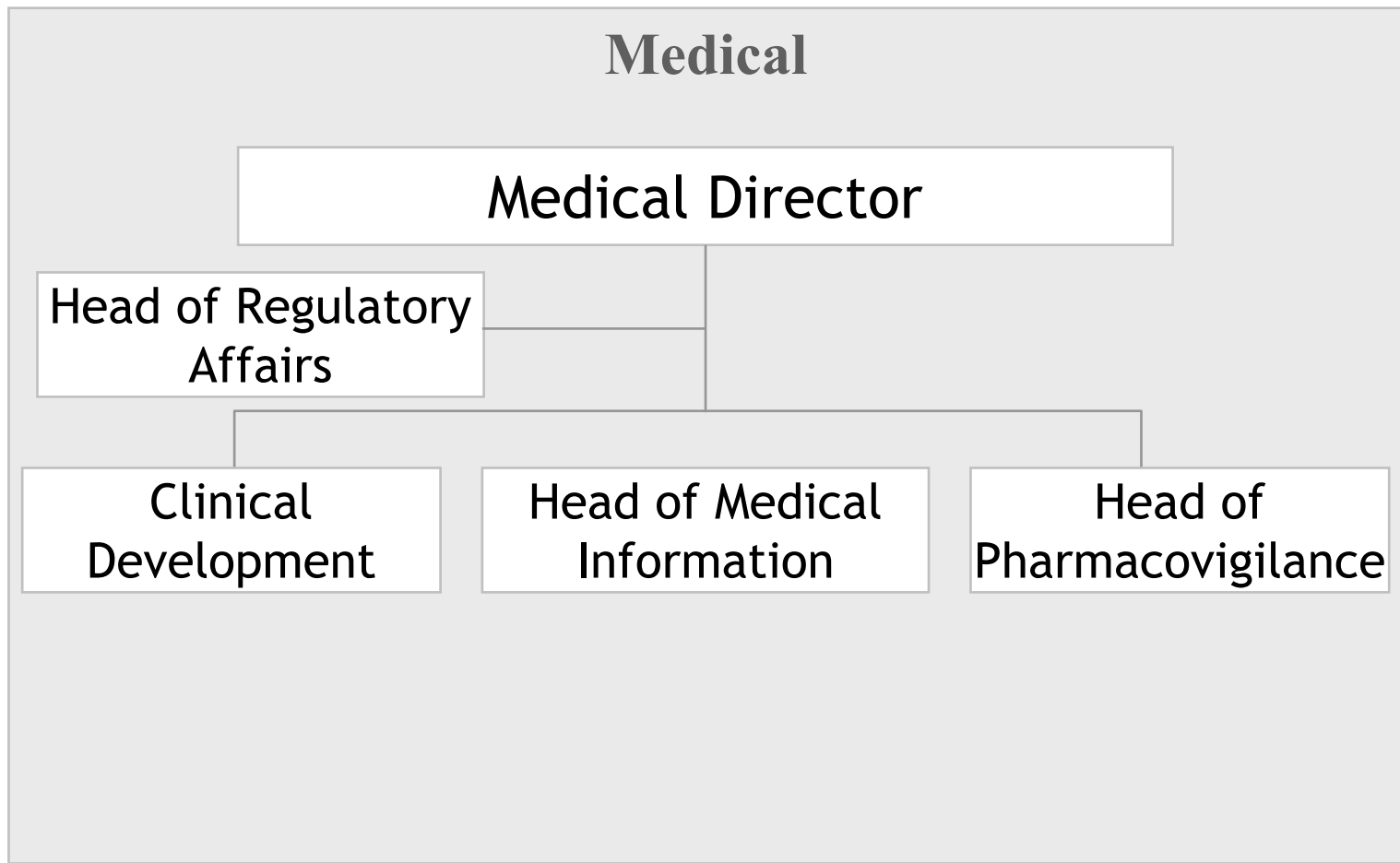
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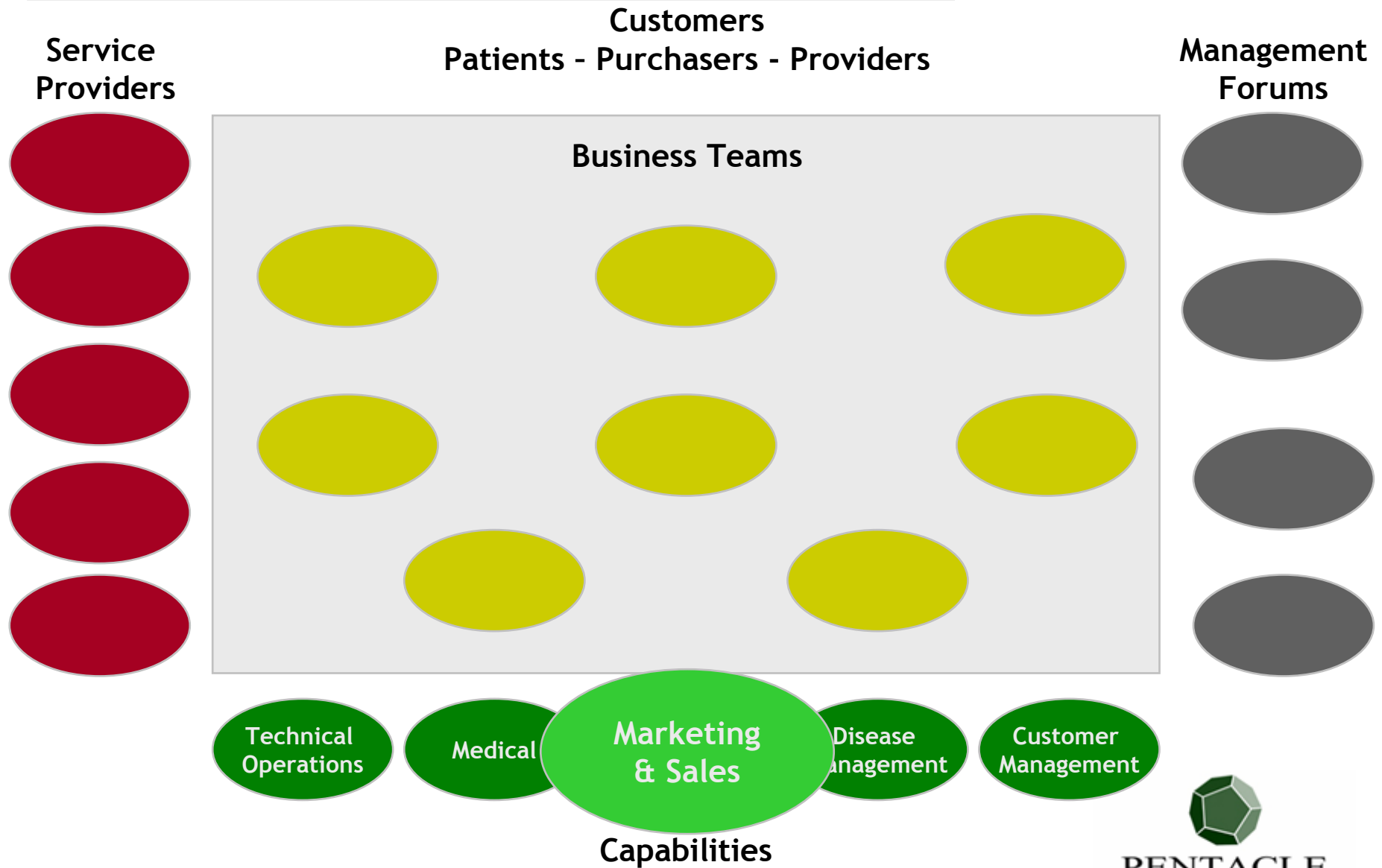
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# THE OPERATIONAL GRID – CAPABILITIES



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# THE OPERATIONAL GRID – Capabilities



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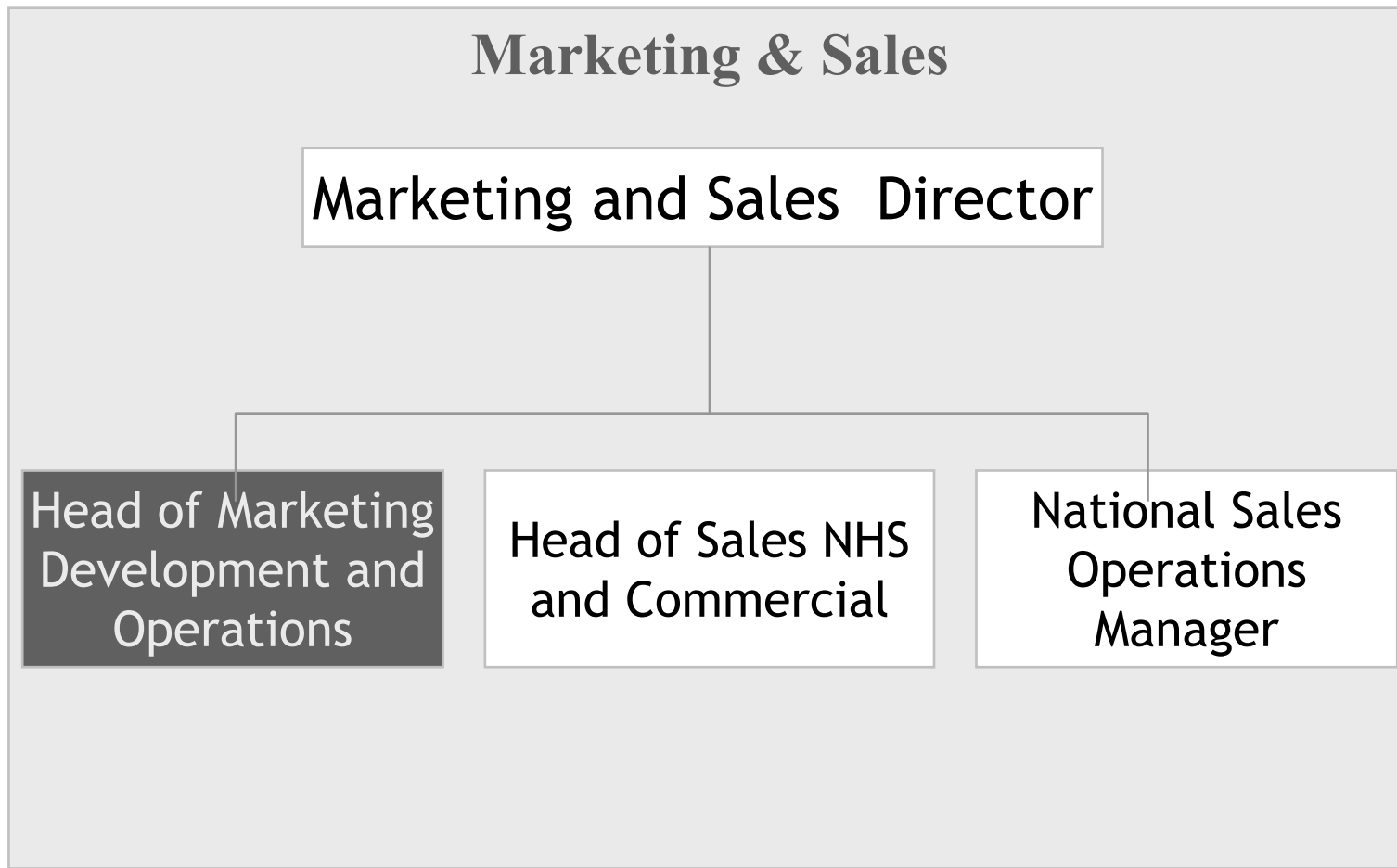


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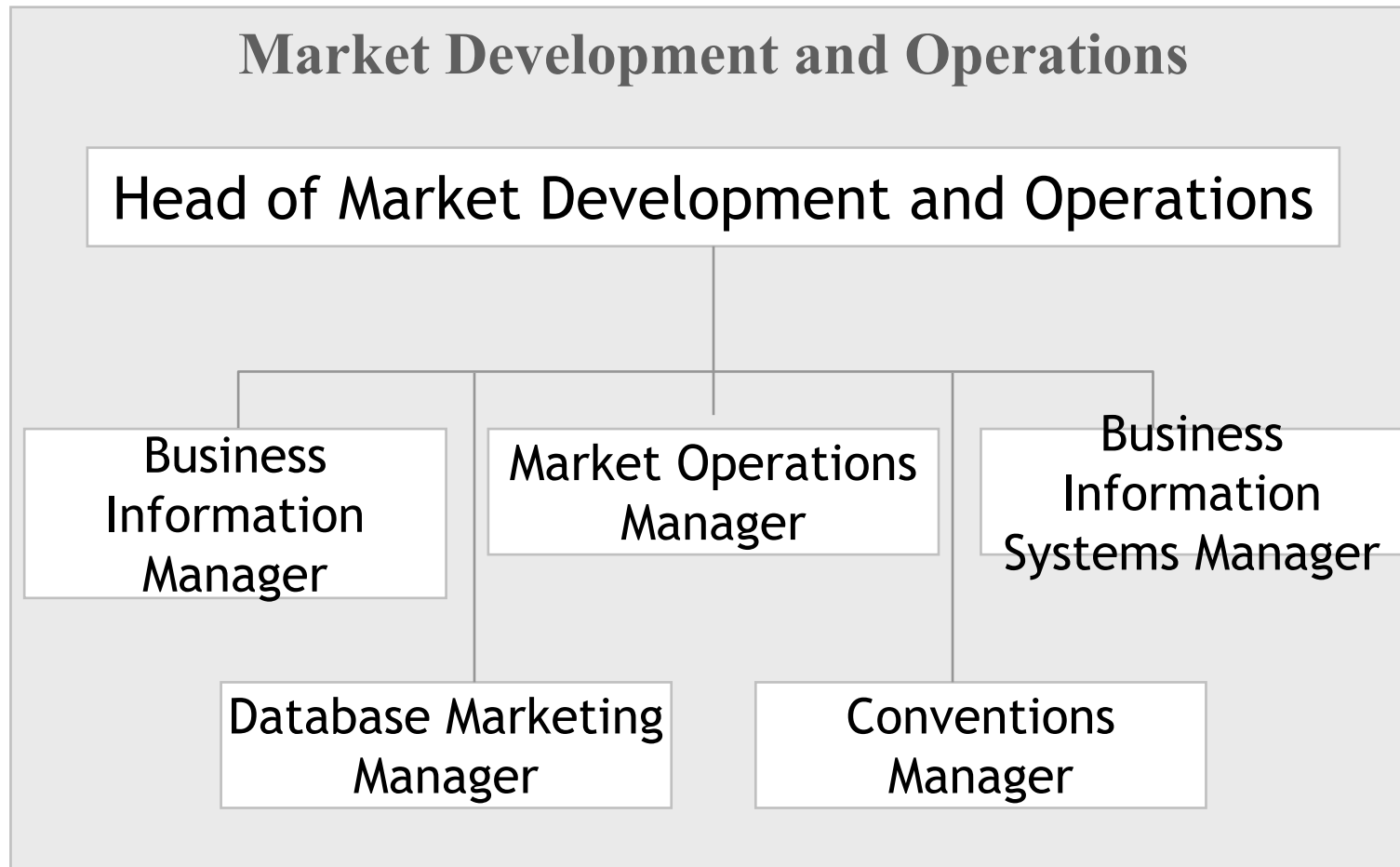
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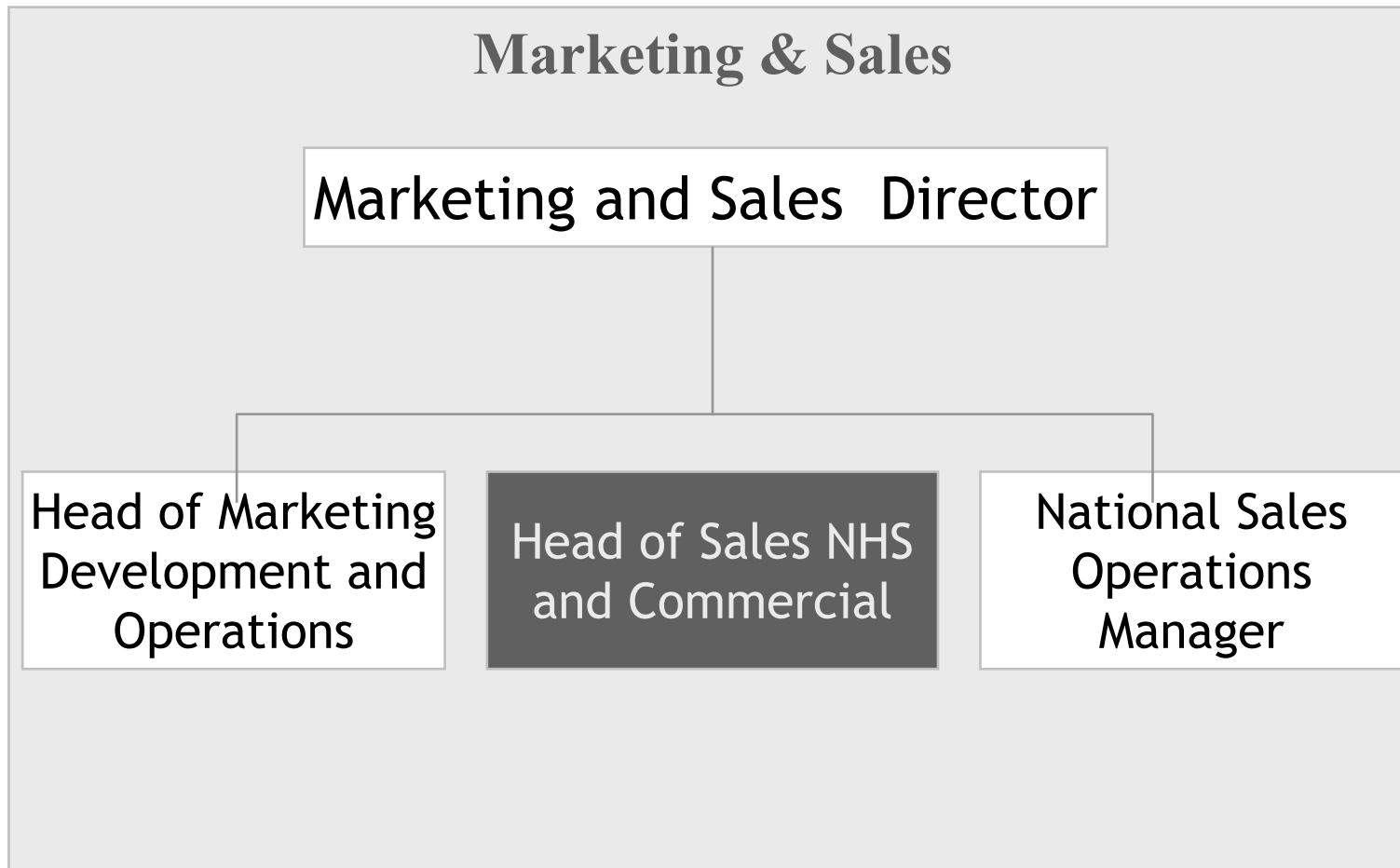
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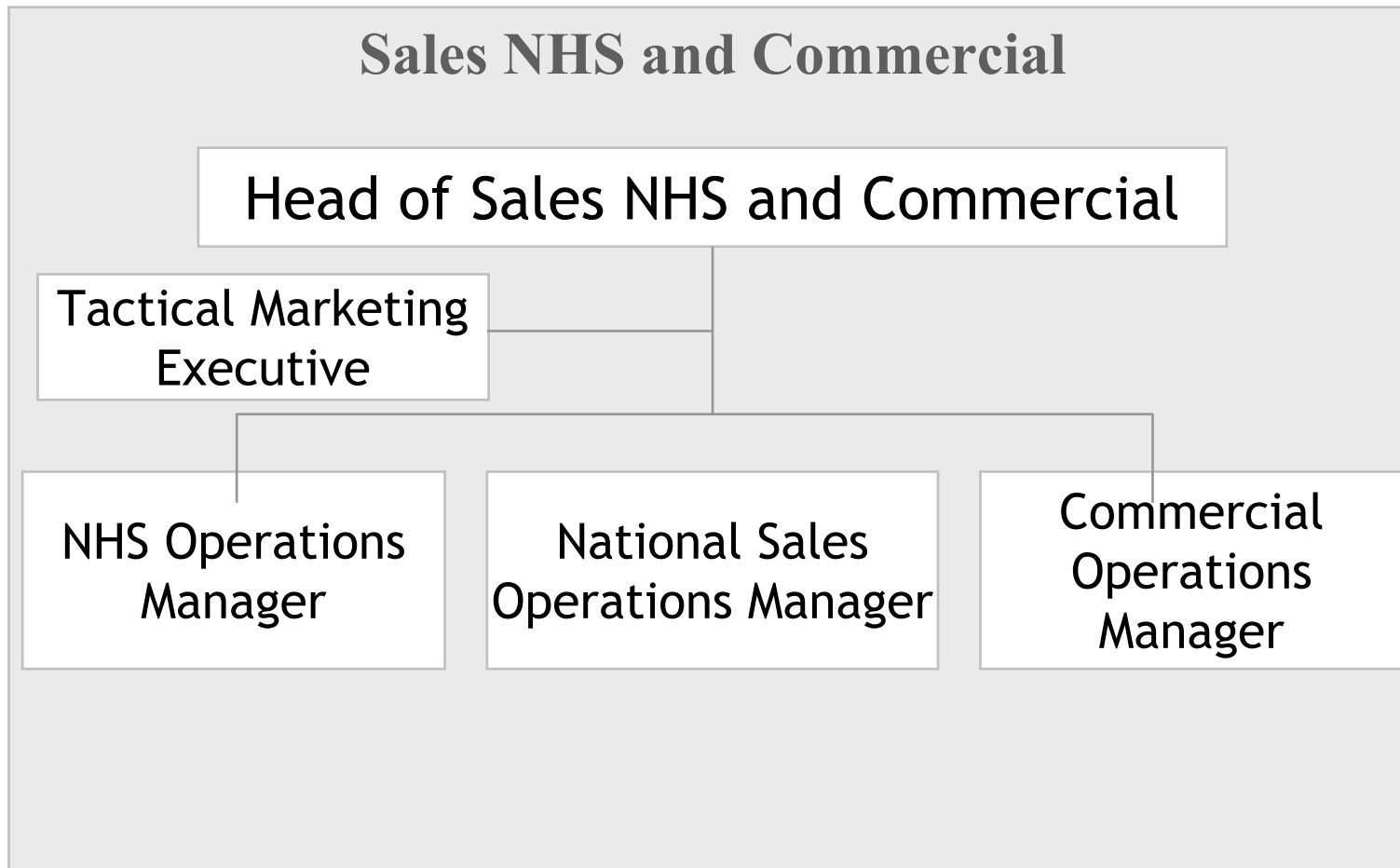
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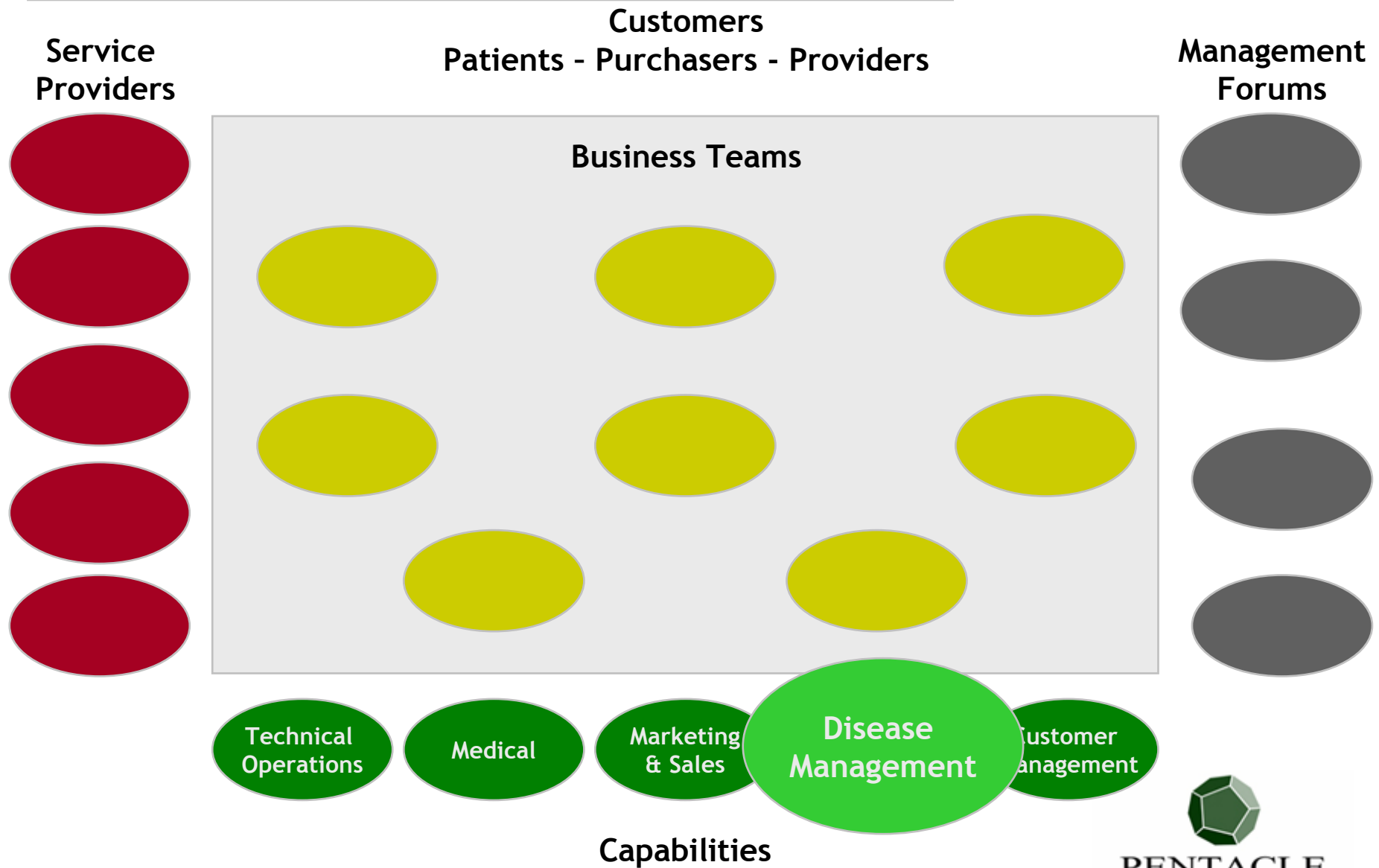
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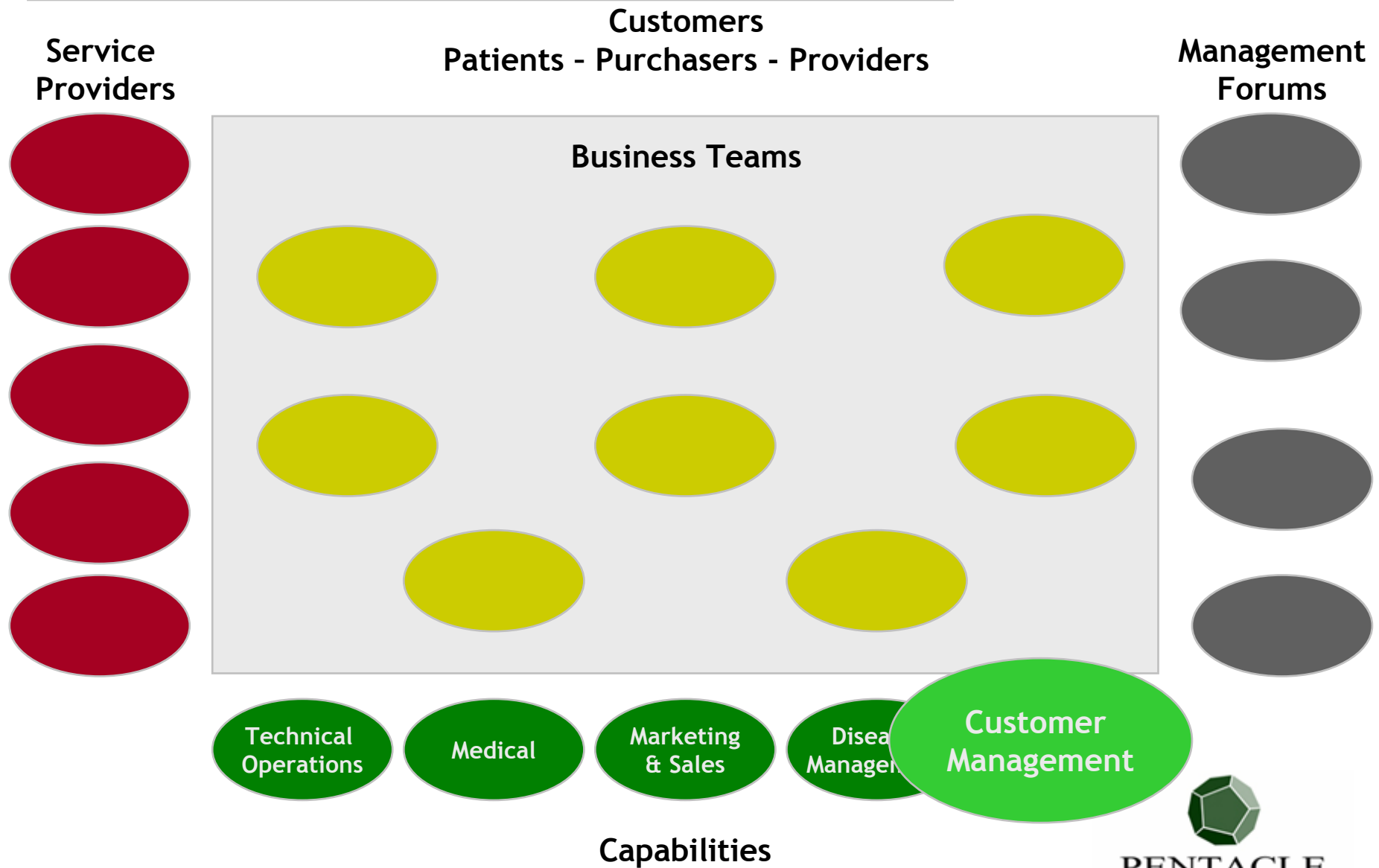
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# THE OPERATIONAL GRID – Capabilities



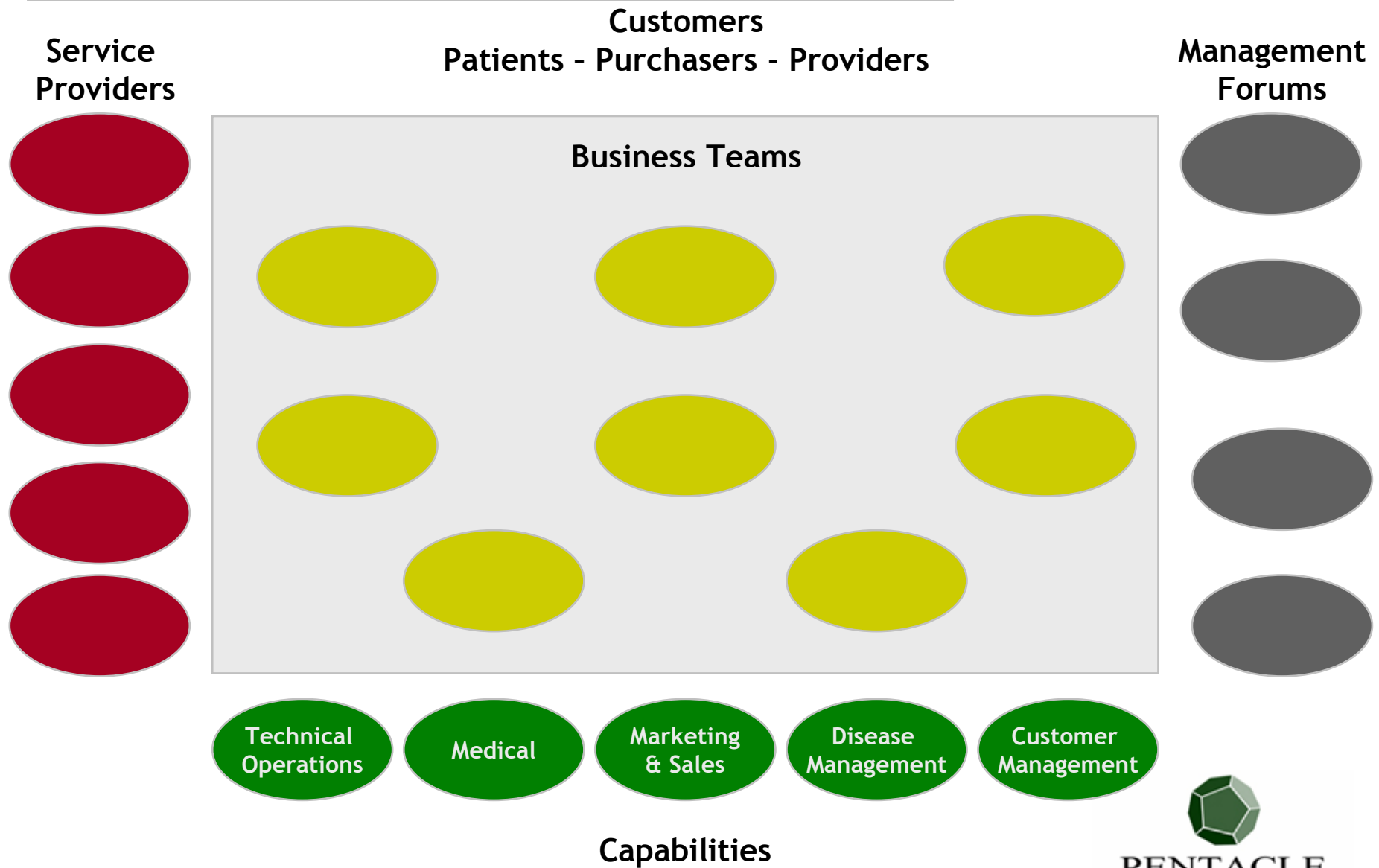
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# THE OPERATIONAL GRID – Capabilities



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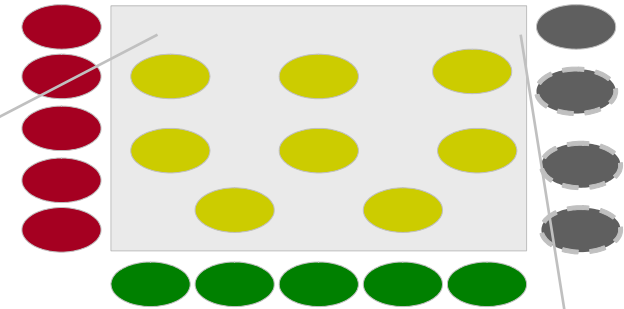
# THE OPERATIONAL GRID – Capabilities



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# THE OPERATIONAL GRID – BUSINESS TEAMS



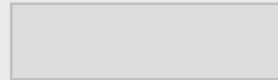
Driving the money making process for a particular customer or therapy area and accountable for optimising profitability



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# MONEY MAKING PROCESS – TRADITIONAL FUNCTIONS

Understanding  
Customers



Designing a  
Proposition



Producing  
a Product

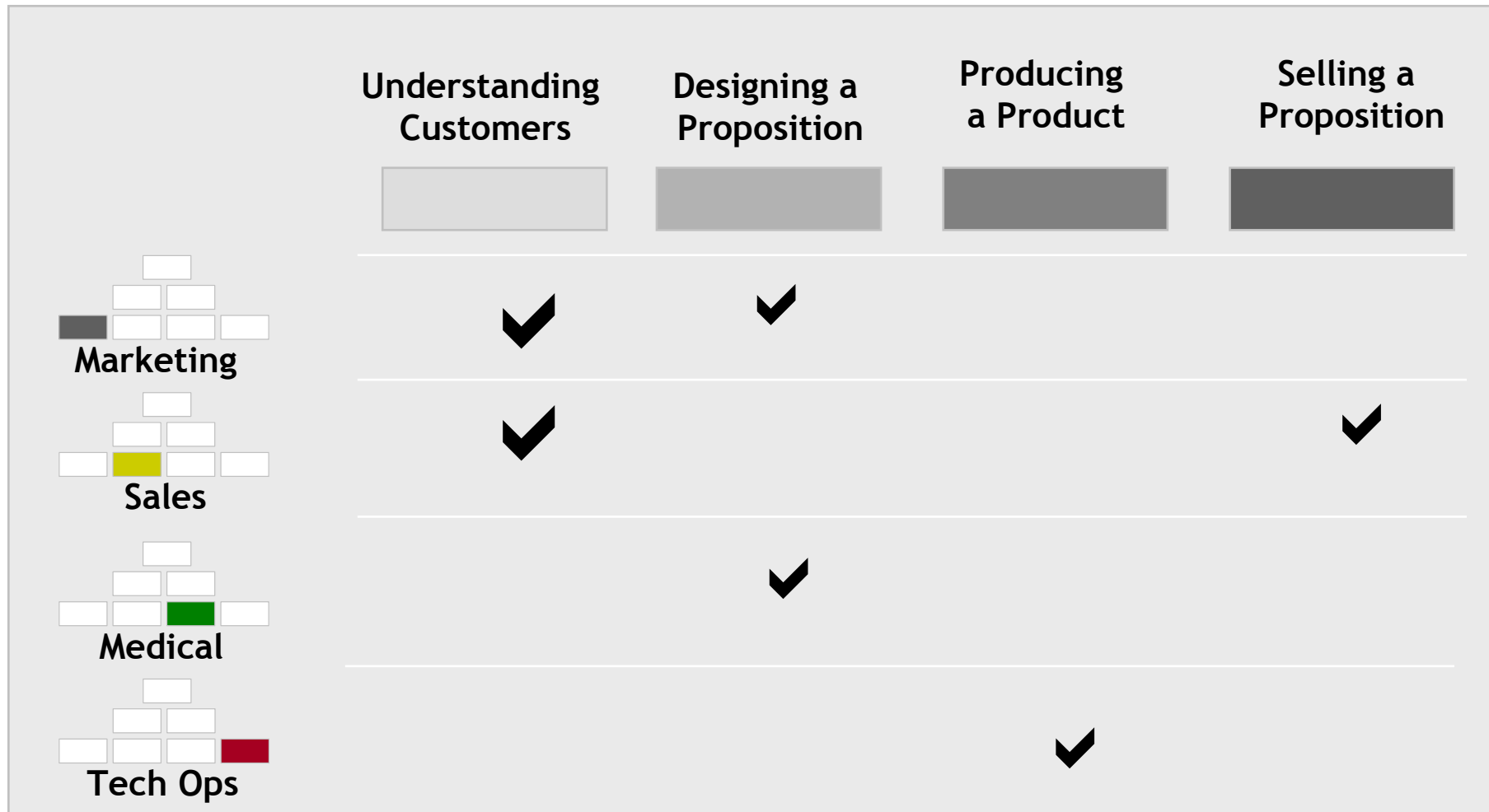


Selling a  
Proposition



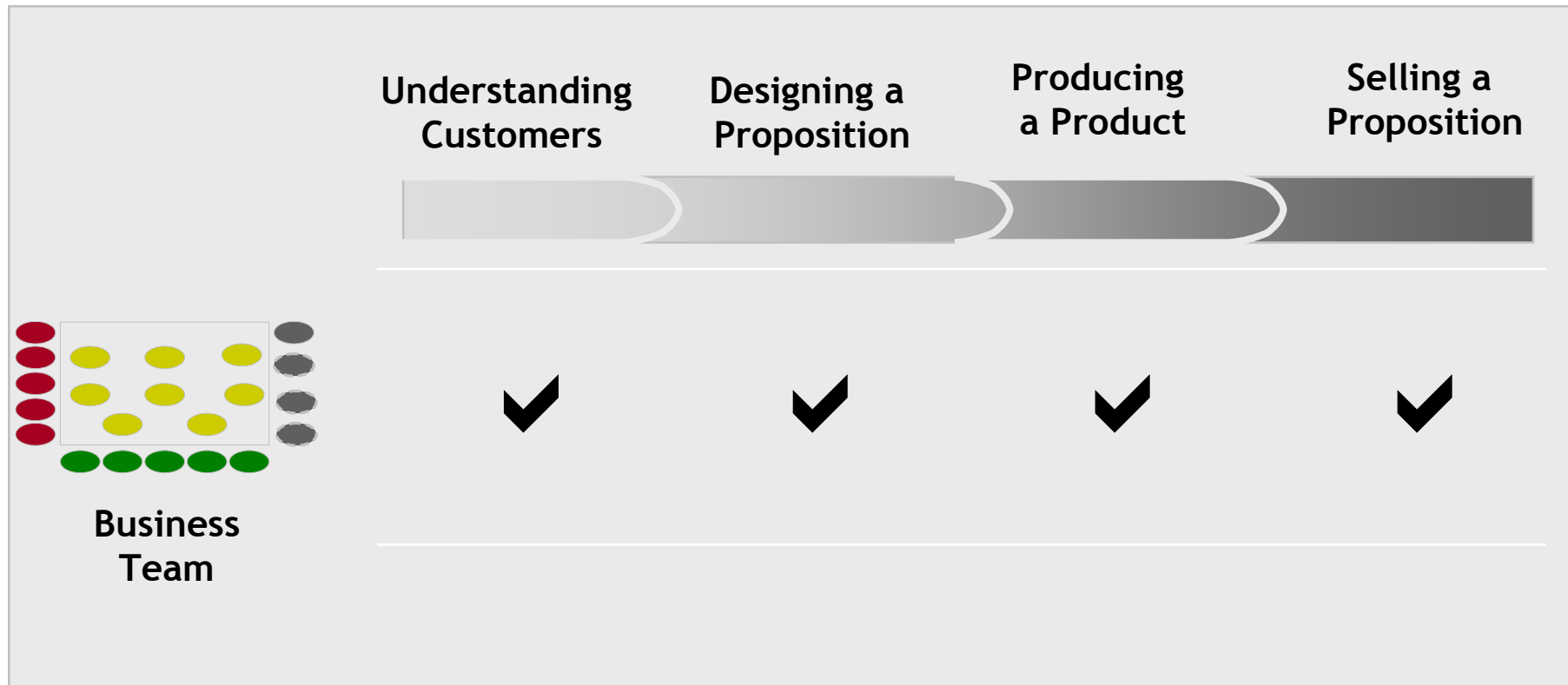
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# MONEY MAKING PROCESS – TRADITIONAL FUNCTIONS



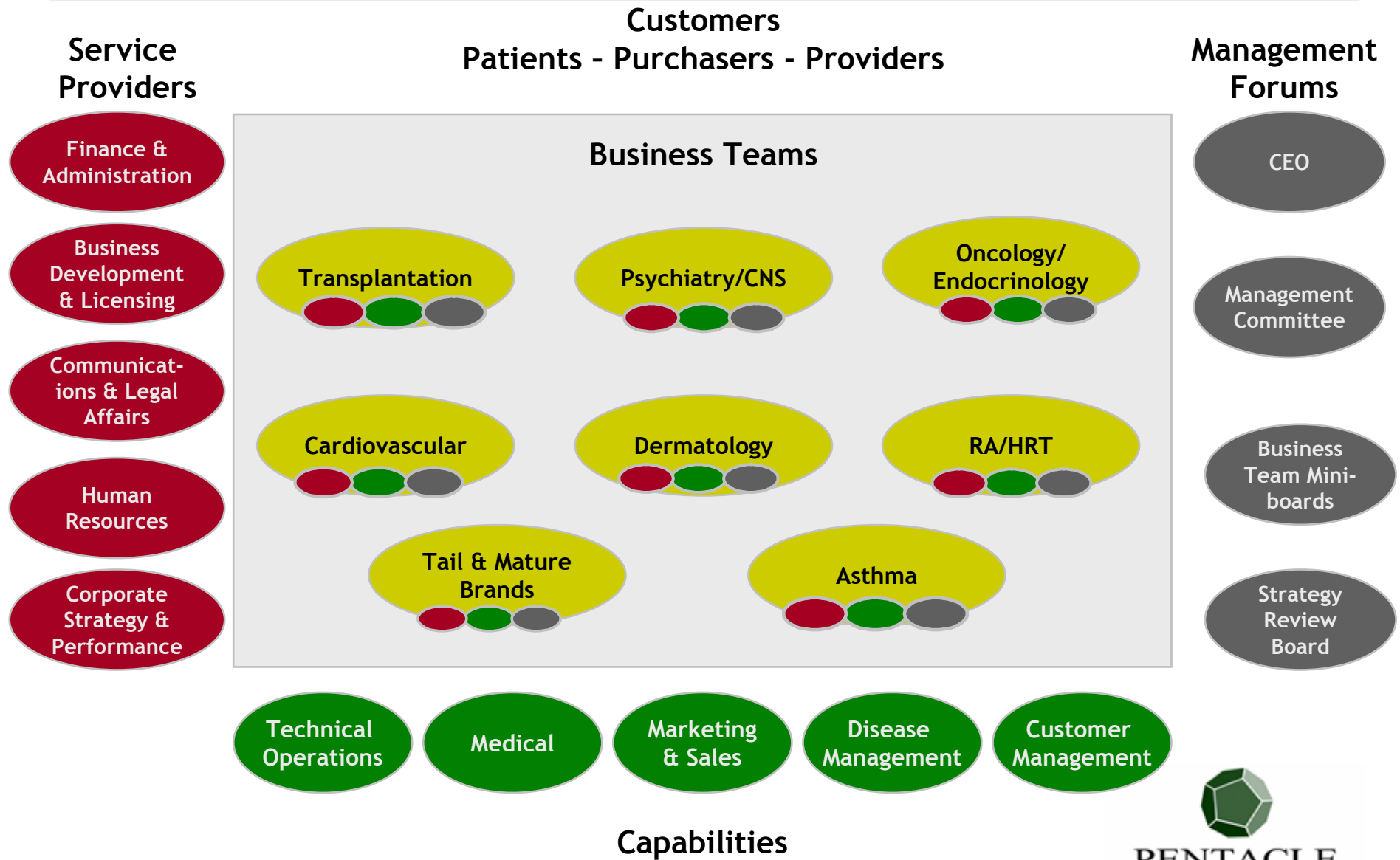
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# MONEY MAKING – PROCESS NOT FUNCTION



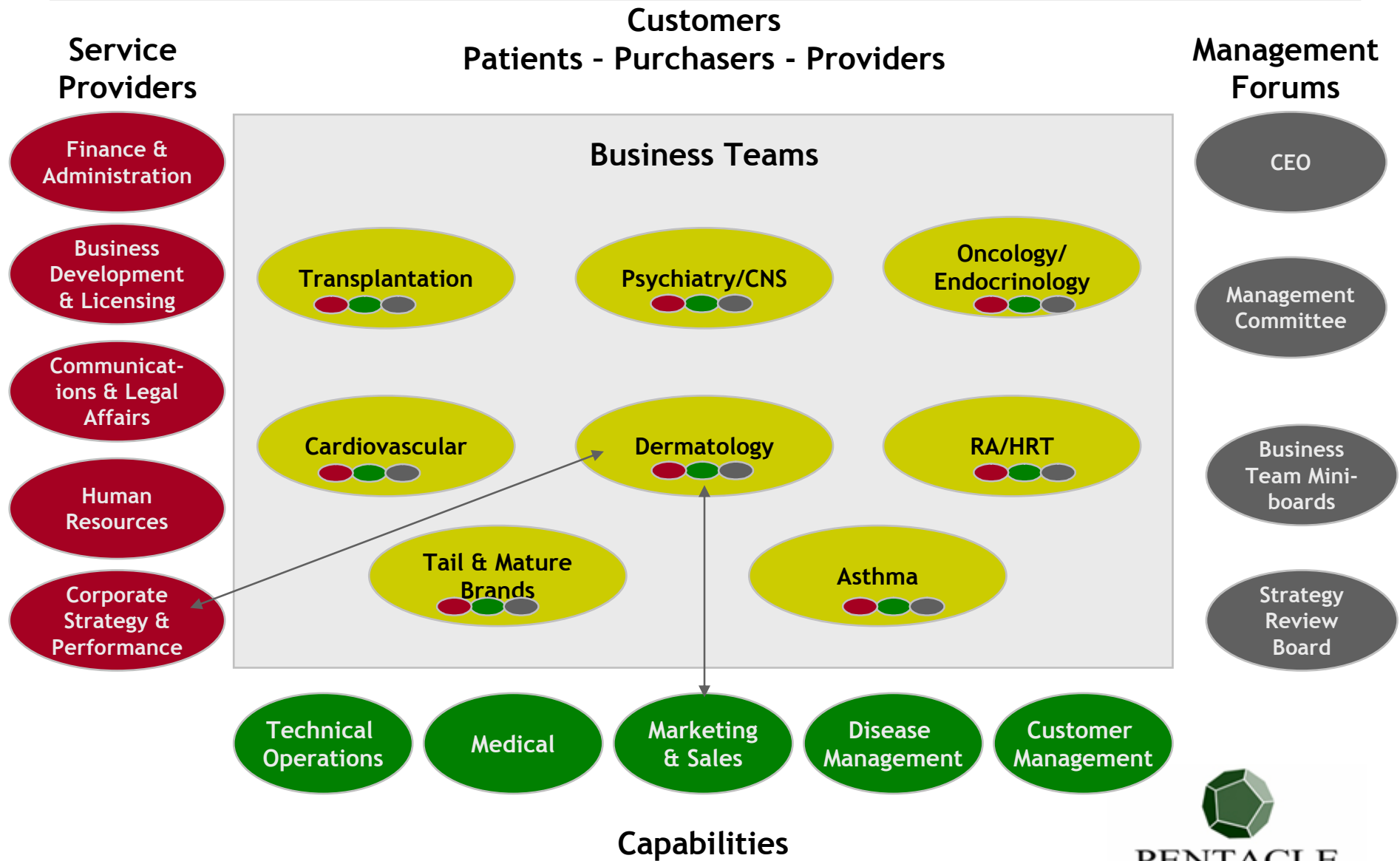
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# THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



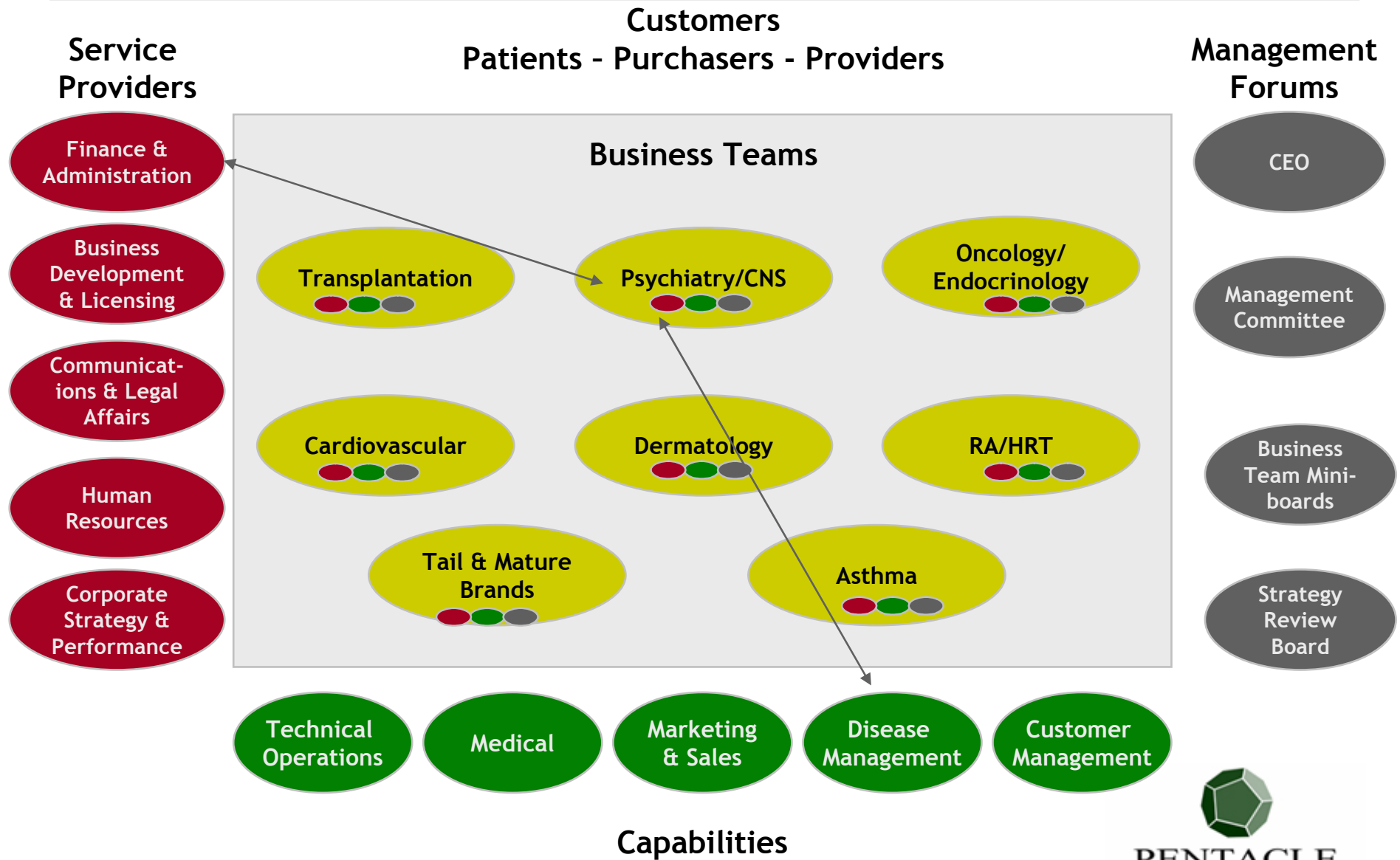
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# THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



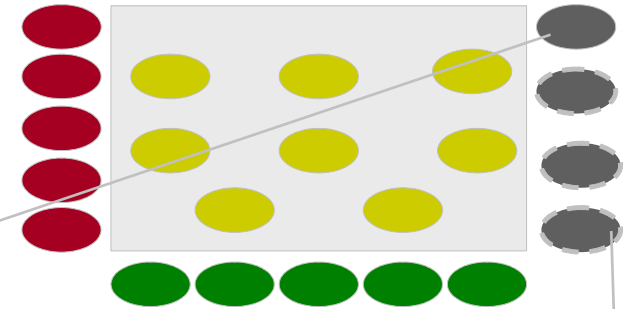
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# THE OPERATIONAL GRID – ORGANISING FOR SUCCESS



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# THE OPERATIONAL GRID – F O R U M S



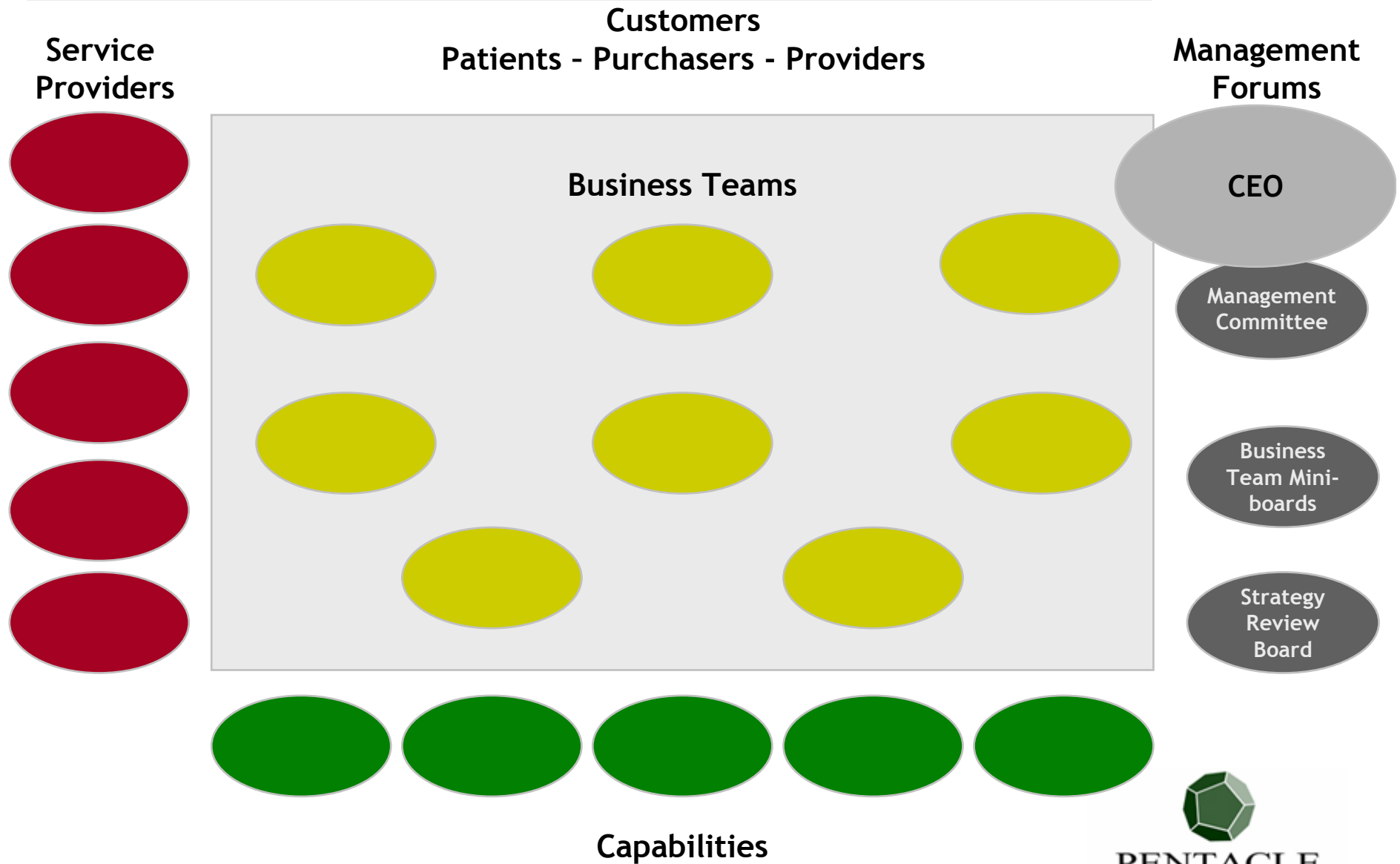
Providing strategy, leadership,  
vision and culture as well as  
internal coordination and  
control



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# THE OPERATIONAL GRID – Management Forums



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# FORUM – THE OFFICE OF THE CEO

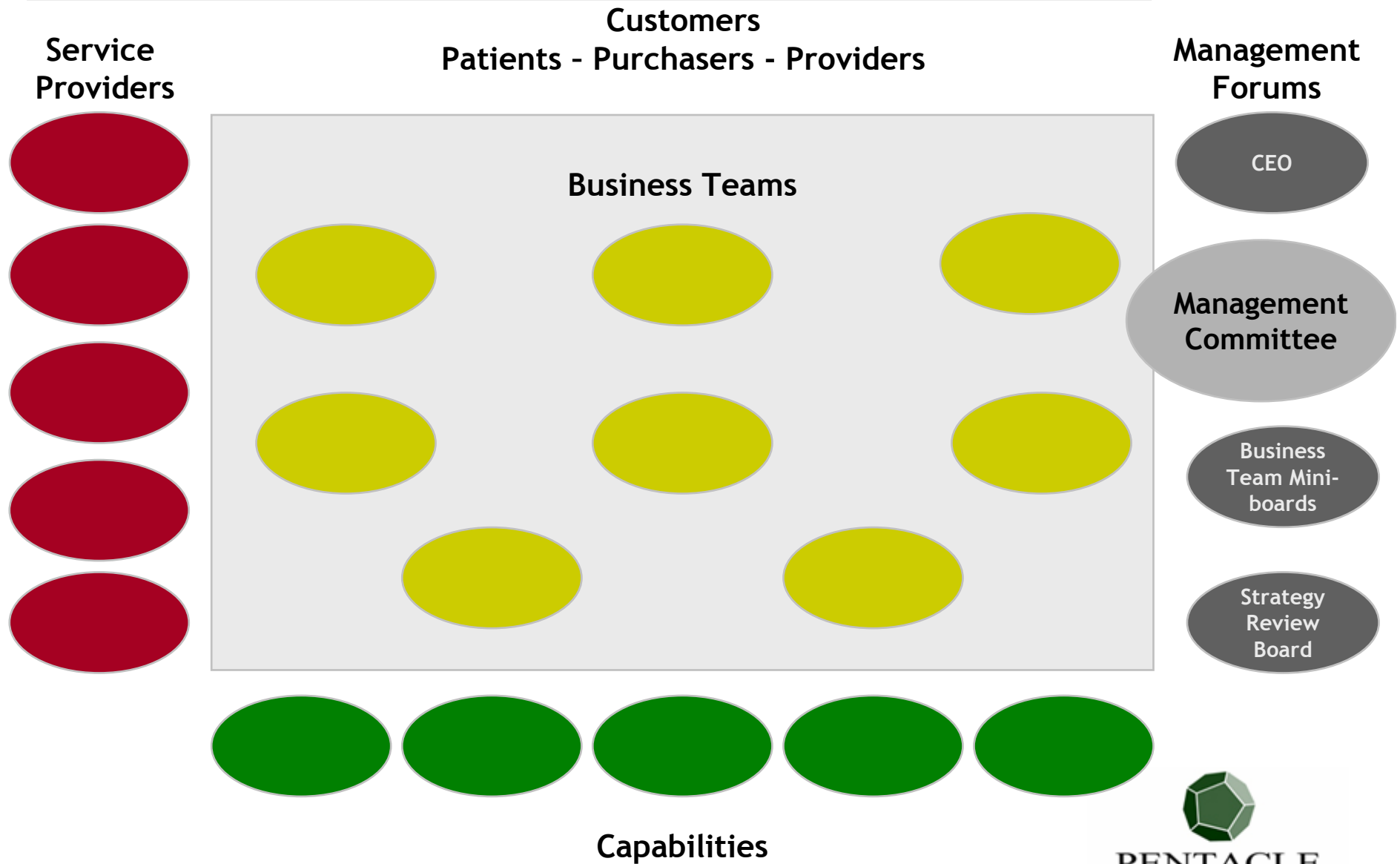
## Role

Provide overall leadership and strategic direction  
Preserve and environment aligned with the values  
Chair the Management Committee and Strategy Review Board  
Represent the organisation with key constituencies



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# THE OPERATIONAL GRID – Management Forums



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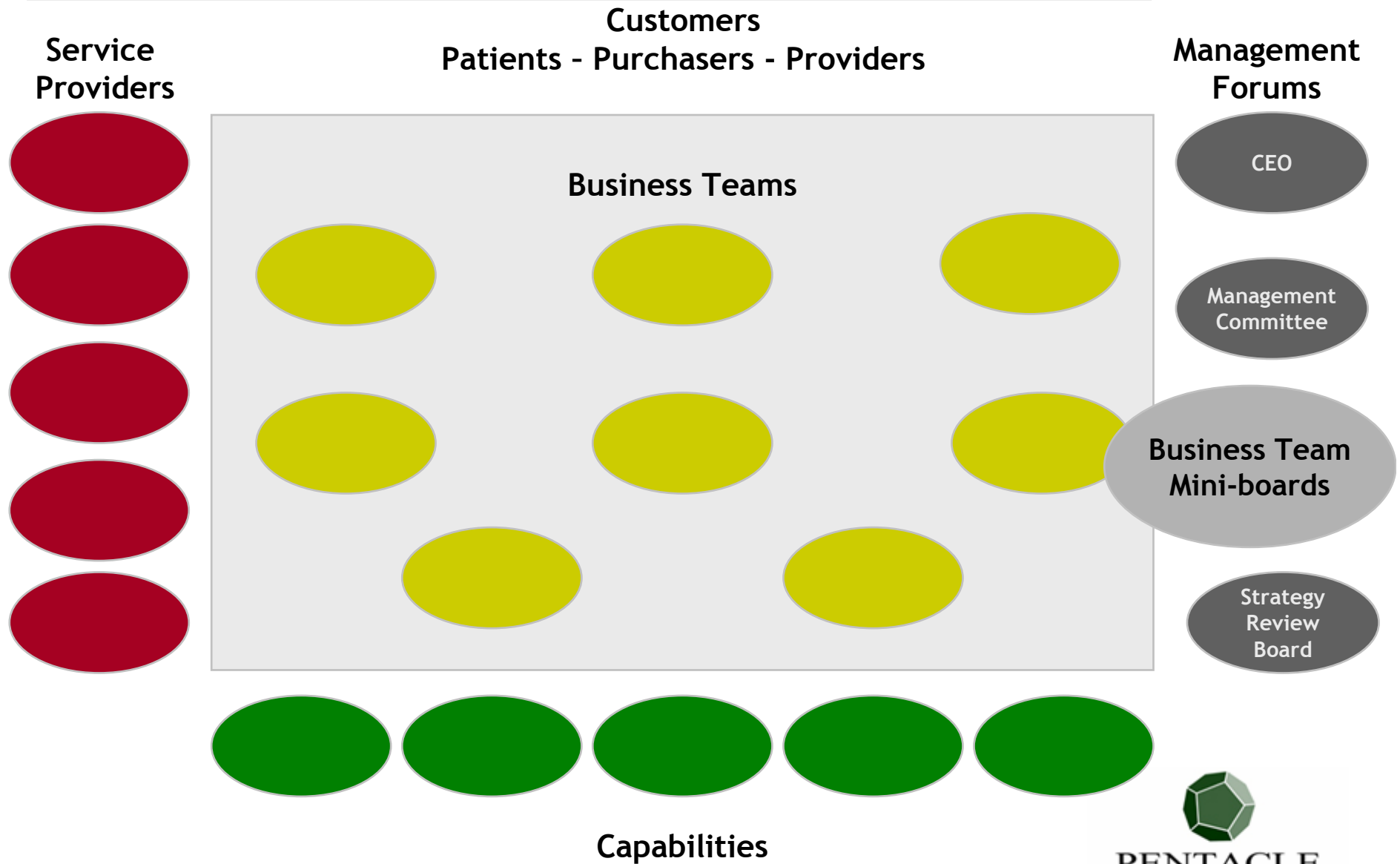
# FORUM – M A N A G E M E N T C O M M I T T E E

<b>Role</b>	Shapes the future Allocates resources Sets performance criteria and monitors corporate performance Agrees corporate policies and guidelines
<b>Frequency</b>	Monthly
<b>Composition</b>	CEO, Directors



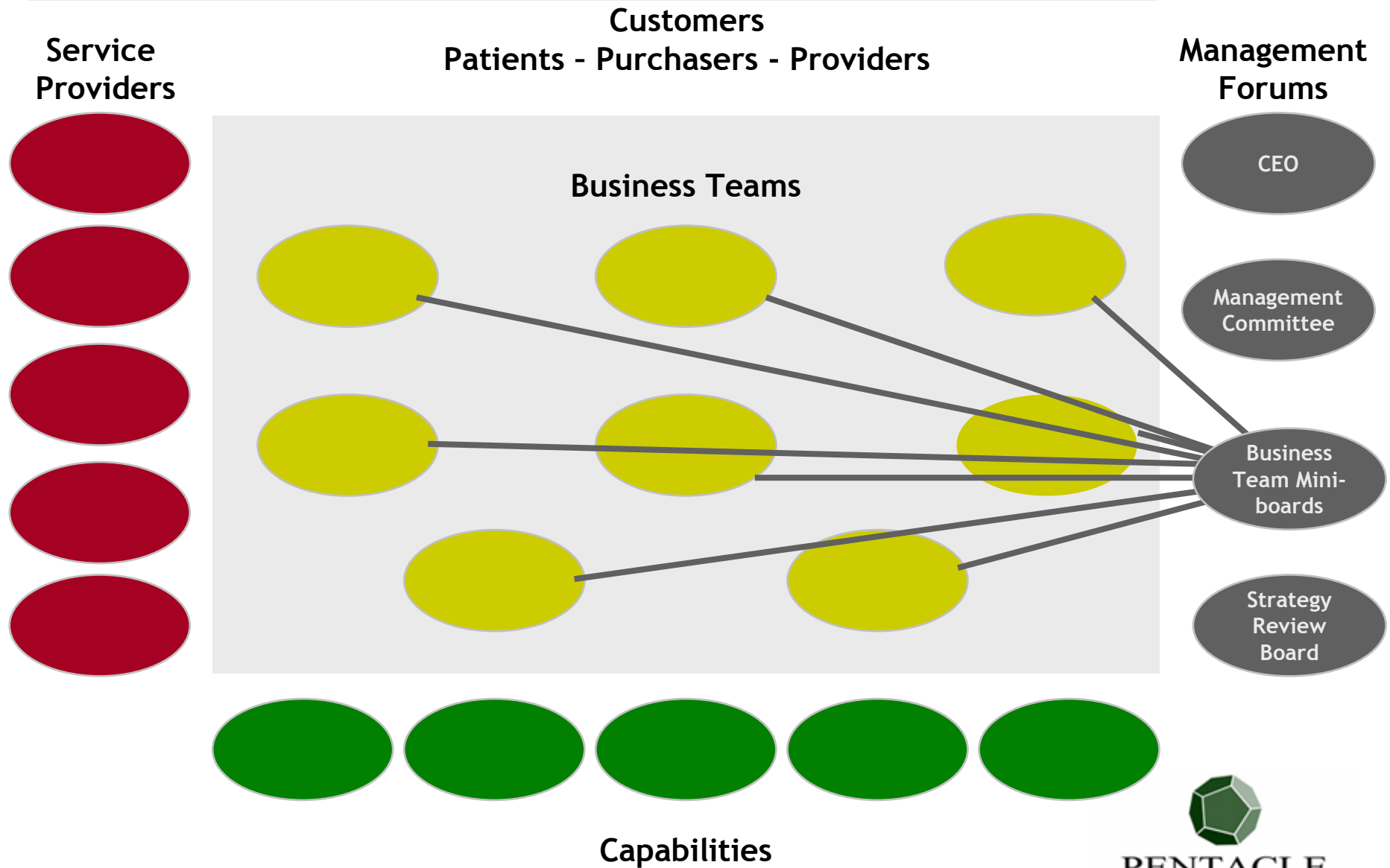
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# THE OPERATIONAL GRID – Management Forums



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# THE OPERATIONAL GRID – Management Forums



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# FORUM – BUSINESS TEAM MINI-BOARDS

## Role

Define and agree business team strategy  
Review performance (at appropriate level)  
Provide consistency across business teams  
Coach and guide Business Team Heads

## Frequency

Monthly

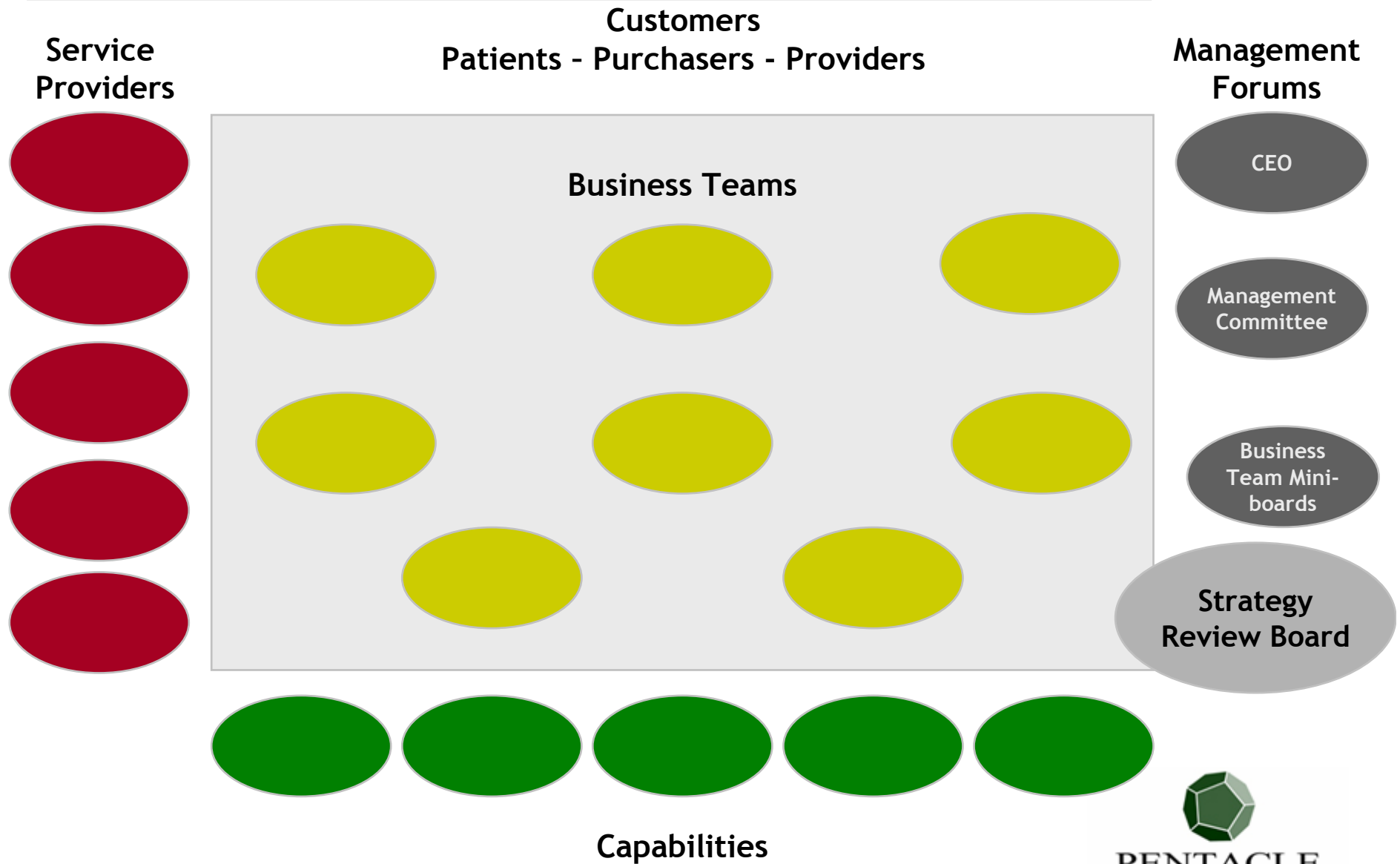
## Composition

Directors of Finance, Medicine, Marketing  
& Sales and Business Team Head



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# THE OPERATIONAL GRID – Management Forums



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# FORUM – STRATEGY REVIEW BOARD

<b>Role</b>	Review corporate performance in the context of the business environment Make strategic recommendations Evaluate corporate initiatives
<b>Frequency</b>	Quarterly
<b>Composition</b>	CEO, Directors, Business Team/ Capability/ Service Provider Heads



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# CREATING A NEW ORGANISATION – THE SOLUTION

Perfectly position to challenge disease in many different areas:

- Transplantation,
- Psychiatry/CNS,
- Oncology/Endocrinology,
- Cardiovascular,
- Dermatology,
- RA/HRT,
- Asthma
- Tail and Mature Brands



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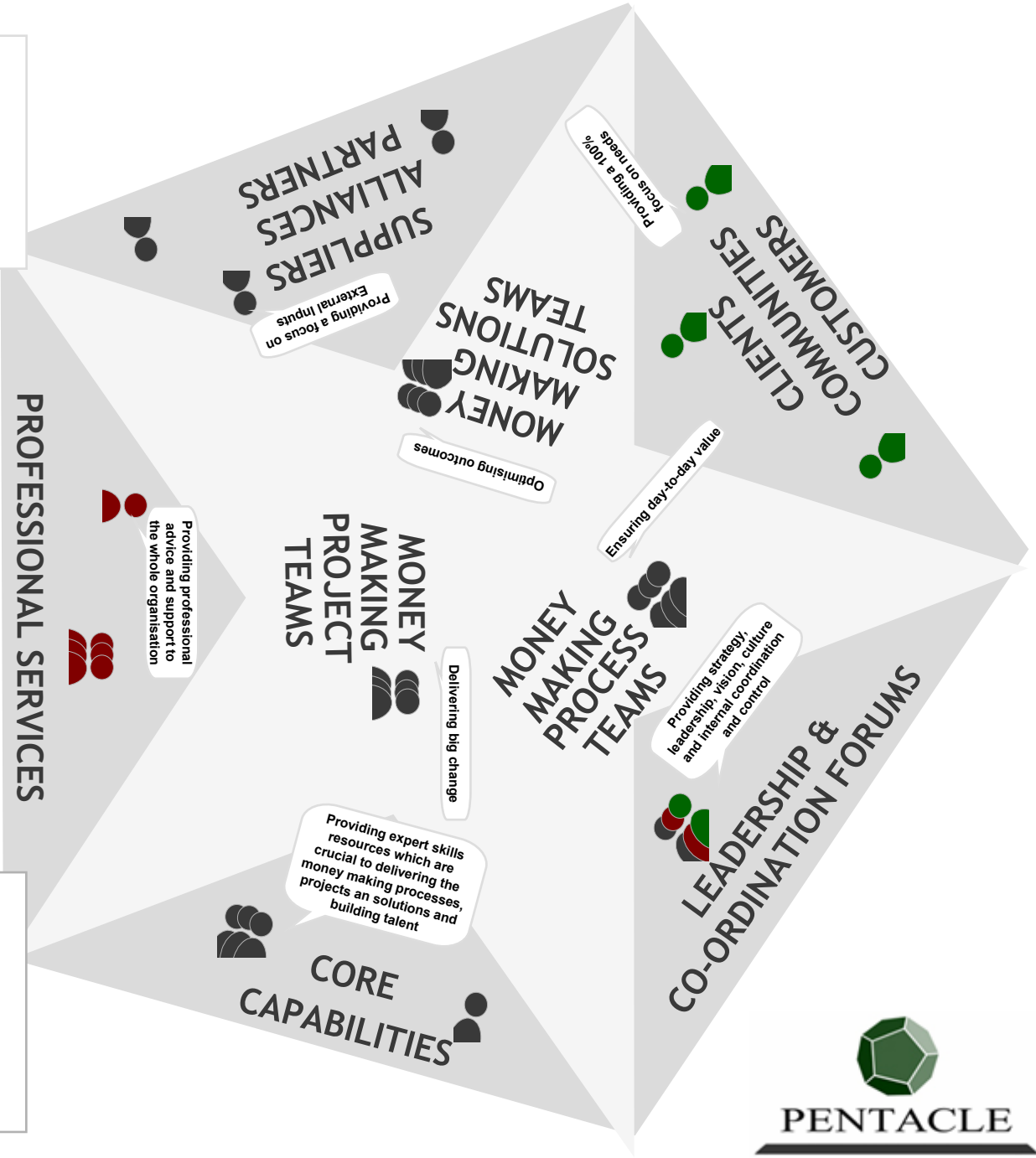


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THE VIRTUAL BUSINESS SCHOOL

Roles not Jobs  
 Deliverables not Resources  
 Accountabilities: You are counting on them to deliver  
 Responsibility: They have the ability to respond  
 Make the most natural working way the actual working way



- OPERATING PRINCIPLES**
1. Interdependence - make this clear
  2. Separate accountability and responsibility
  3. Federalism: the best person to do it should do it
  4. Virtuality The effect is important, not the form
  5. Control must never outweigh leadership

# CREATING A NEW ORGANISATION – MORE MATERIALS

## Podcasts from Pentacle

- **A New Organisation for a New World**

Part One	Success Story - Large Pharmaceutical
Part Two	Games Development Studio
Part Three	Global Shared Service
Part Four	How to Develop a Virtual Organisation

## Published References:

- *Never Reorganise Again* Eddie Obeng ISBN 095348691-5

## Web sites of interest

- <http://PentacleTheVBS.com>
- [http://Pentacle.co.uk/Never\\_Reorganise\\_Again.htm](http://Pentacle.co.uk/Never_Reorganise_Again.htm)

Christophe Gillet Explains implementation of the OrganoWeb at SONY

- <http://PentacleTheVBS.com/SonyOrganoWeb.htm>

## Get support in implementation

- <http://PentacleTheVBS.com/ContactDetails.htm>



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