

MNCG's Project Descriptions

Michael Nagle Consulting Group has worked on a wide range of projects. Below you will find some examples of MNCG's work.

Global Human Resources Organization Transformation

MNCG Consulting Assignment:

Multi-year change leadership consulting assignment to accelerate transformation of global human resources function.

Business Challenge and Change Goals:

- Start up of a 40,000-person life sciences organization formed from the merger of fully integrated pharmaceutical, surgical device and medical supply organizations.
- Standardize global HR processes to support rapid global growth.
- Implement global human capital management technology platform (PeopleSoft).
- Adoption of manager and employee self-service for common HR transactions.
- Create a culture of "One HR" across independent business unit HR functions.

Change Consulting Solutions:

- Leadership team facilitation and coaching to drive alignment around a shared vision and successful execution of a multi-year transformation change plan.
- Developed guiding coalition of change champions across the world through local, regional, and country implementation teams.
- Provided coaching to drive program management and technology team effectiveness.

Key Business Results:

- Implemented 22 standardized HR processes across global HR function.
- On time, on budget implementation of PeopleSoft Core HR and self-service.

Operations Transformation

MNCG Consulting Assignment:

Three-year assignment as part of a team of internal and external consultants delivering change leadership to transform a 1,400-person pharmaceuticals Operations organization.

Business Challenge and Change Goals:

- Shrinking margins and heavy R&D investments to strengthen the product pipeline created cost cutting demands and competition for new products across the supply chain.
- Transform the US Operations organization to reduce costs and keep the US manufacturing facilities operating as productive contributors and candidates for new product supply opportunities.
- Implement lean tools, methods and thinking to create a lean operations culture.

Change Consulting Solutions:

- Mobilized manufacturing site leadership team to develop alignment around a shared vision and change plan.
- Designed and facilitated full-time change teams and governance mechanisms.
- Identified improvement opportunities.
- Mobilized employees to design and implement changes.
- Facilitated design and implementation of a Process Execution Team based operating model.

Key Business Results:

- Client manufacturing facility selected by global supply chain leadership to become sole source global supplier of a billion dollar drug.

Financial Turnaround of a Pharmaceutical Manufacturing Facility

MNCG Consulting Assignment:

Two-year assignment leading the consulting team accountable for "Site Excellence", a large system change initiative concentrated on reengineering business processes, team building for the leadership team and creating cultural change in a 525-person pharmaceutical manufacturing site.

Business Challenge and Change Goals:

- Following the merger of two major pharmaceutical companies, this manufacturing facility was considered a low performer by the new Operations Leadership Team and a potential candidate for shut down.
- Site required a 20% reduction in annual recurring operating costs as well as process improvements in the areas of manufacturing, testing, and inventory management.

Change Consulting Solutions:

- Organized a change team of internal and external resources.
- Aligned site leadership and created a shared vision.
- Identified improvement opportunities.
- Mobilized employees to support changes, developed leadership communications, quantified benefits, designed changes, implemented changes, tracked benefits attainment.

Key Business Results:

- Guided 22 cross-functional teams that implemented process improvements resulting in an annual recurring savings of over \$15 million.