

Case Study

Building a Business Case for Growth



Key Points

- Our client was looking for detailed factual insight to help them decide on the future of two sterile manufacturing facilities. One was to close, the other was to expand. They needed to decide which to grow based on hard data around Talent
- It was imperative this report be evidence-based, independent and unbiased, not favouring one site over the other
- Our multi-lingual Research & Insight Practice was able to add local insight and knowledge, providing both qualitative and quantitative analysis to help make the final decision



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CHALLENGE:

- Our client, a multi-billion dollar global pharmaceutical company, was going through a major restructuring and cost-cutting exercise. Part of this involved closing or divesting up to 25 manufacturing plants globally
- As part of this process, they were assessing two key European sites with a view to closing one. They asked us: *“In which city should we focus our efforts based on the availability of Talent, and our ability to attract Talent?”*
- They had already carried out internal consultations with global senior management, but were looking for a third party independent view. This was a difficult and emotive topic, one they could not afford to get wrong

SOLUTION:

- Our brief was to gain insight into where the Talent lay, enabling them to take a more informed view as to which location had - or would be able to attract - the best talent at all levels, locally and globally, to build a high performance team

We concentrated on the following:

- Was there sufficient Talent in the two locations (or not)? How did the markets compare? In terms of available in-country Talent, where was it located?
- What were the potential ‘blockers’? Thinking of the ex-pat community, we looked at housing (location, cost and quality); local quality-of-life data (crime, size of existing ex-pat community, schooling availability/cost/quality); tax implications; visa requirements/restrictions
- Was the country running any government incentives that made it attractive for employees to relocate to or stay there?
- University talent pools and location of local higher educational institutions; quality of graduate output; partnership potential to grab Talent early/pre-graduation

OUTCOME:

- We presented our findings to our client, outlining the advantages and disadvantages for both sites. In conclusion, we suggested that the Netherlands should become the main plant site. The senior leadership team agreed and presented our report to the main Board, to be included in their overall site closure strategy.

If you would like to learn more about this project, or discuss a particular talent need, please contact Jacqui Pinnell at jacqui.pinnell@normanbroadbent.com or James Gregory at james.gregory@normanbroadbent.com for an initial confidential discussion.