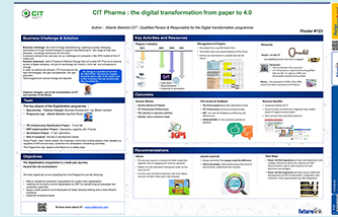




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# Case Study: CIT Pharma | Digital Transformation for CPOs



As a Contract Packaging Organization, CIT Pharma sees that digital transformation will give them a competitive edge and add value for their customers, but it is more than just a technology investment—it requires a fundamental cultural change across the company. CIT Pharma’s poster, “The Digital Transformation from Paper to 4.0,” was one of 11 featured during FutureLink Barcelona’s interactive Poster Sessions.



## CIT Pharma : the digital transformation from paper to 4.0

Author : Alberto Bartolini CIT - Qualified Person & Responsible for the Digital transformation programme

Poster #123

### Business Challenge & Solution

**Business challenge:** the world of drugs manufacturing / packing is quickly changing : serialization of drugs, biotechnologies to support manufacturing of new drugs to treat new diseases, increasing importance of cold chain  
Customers demand new services, so our challenge is to compete in the CPO market of the 3<sup>rd</sup> millennium.

**Solution statement:** start a Process of Radical Change that will enable CIT Pharma to become quickly a Digital company, not just on technology but mainly in mind set and willingness to change.

In order to achieve the solution, CIT must acquire the right technologies, the right competencies, the right approach.  
Technological and cultural change are required.

*the change is a question of survival; the CPOs/CPOs, who want to compete should be able to offer to the market, and to their customers the new services that they are asking for...*

**Federico Casaglia, one of the shareholders of CIT and member of the Board**

### Key Activities and Resources

#### Projects 's timeline

2018	2019	2020	2021
ITC Infrastructure Qualification Project	ERP Implementation Project	Serialization Project	New 4.0 projects

**IoT**

- Cold chain
- Documentation
- Customer's connection

#### Management of Projects

- Any project has a specific Gantt chart
- The Gantt charts are shared between all the Teams
- Actions are monitored on a weekly base by the Teams

#### Resources

**People:** are Key !!!  
two recent graduates have been engaged

**Equipment:**

- Two serialization lines acquired
- ICT infrastructure implemented and qualified
- HW and SW for mgmt of ERP and Serialization installed and qualified

**Money:** the equivalent of 30% of the 2018 income has been invested on the Projects

### Team

**The key players of the Digitalization programme :**

- Sponsorship : Federico Casaglia Business Development mgr (Board member)
- Programme mgr : Alberto Bartolini Qualified Person

- ITC Infrastructure Qualification Project : IT and QA
- ERP Implementation Project : Operations, Logistics, QA, Finance
- Serialization Project : IT, QA, Operations
- New 4.0 projects : Actually in development phase

Every Project, team meets weekly; the meetings involve also outside players when needed (i.e. suppliers of SW and services, customers for serialization onboarding activities)  
The Programme mgr reports to the Board on a weekly base

### Outcomes

#### Success Metrics

- On time delivery of Projects
- ICT Infrastructure Performances
- FTE reduction in operative activities
- Velocity versus customers needs

#### First results & Feedback

- The three projects have been delivered on time
- ICT Infrastructure working according to spec
- ERP : too soon for feedback on efficiency and effectiveness
- SERIALIZATION : 4 new customers joined our portfolio

#### Business Benefits

- Increased visibility of CIT
- Several articles on Healthcare magazines have spoken about CIT digital transformation
- New contacts from potential customers

### Objectives

**The Digitalization programme is a multi year journey toward the 4.0 environment**

The main objectives we are expecting from this Programme are the following :

- Meet or exceed all customers' expectations for supply chain digitalisation
- Leapfrog the company into full digitalisation by 2021 by transforming all processes into completely paperless
- Deploy mobile platform to all employees for faster decision-making and a more efficient workforce
- Implement analytics engine

### Recommendations

#### Advice

- This journey requires a strong and visible leadership together with an engaging and inclusive approach
- People must be involved in sharing the Vision on the future of CIT
- In some cases we had to intervene and insure about concerns on their future job in the company

#### Lessons Learned

- Always remember that **people make the difference**
- Talk to the people, check continuously their level of commitment, understand their concern

#### Next Steps

- Phase 2 of the Programme will start next September with a project relevant to cold chain, and one on GMP Documentation mgmt, both based on IoT and blockchain technologies
- Phase 3 of the Programme will start January 2020 with developments on ERP functionalities (integration with customers, finite capacity planning, EBR integration)

To know more about CIT : [www.citpharma.com](http://www.citpharma.com)

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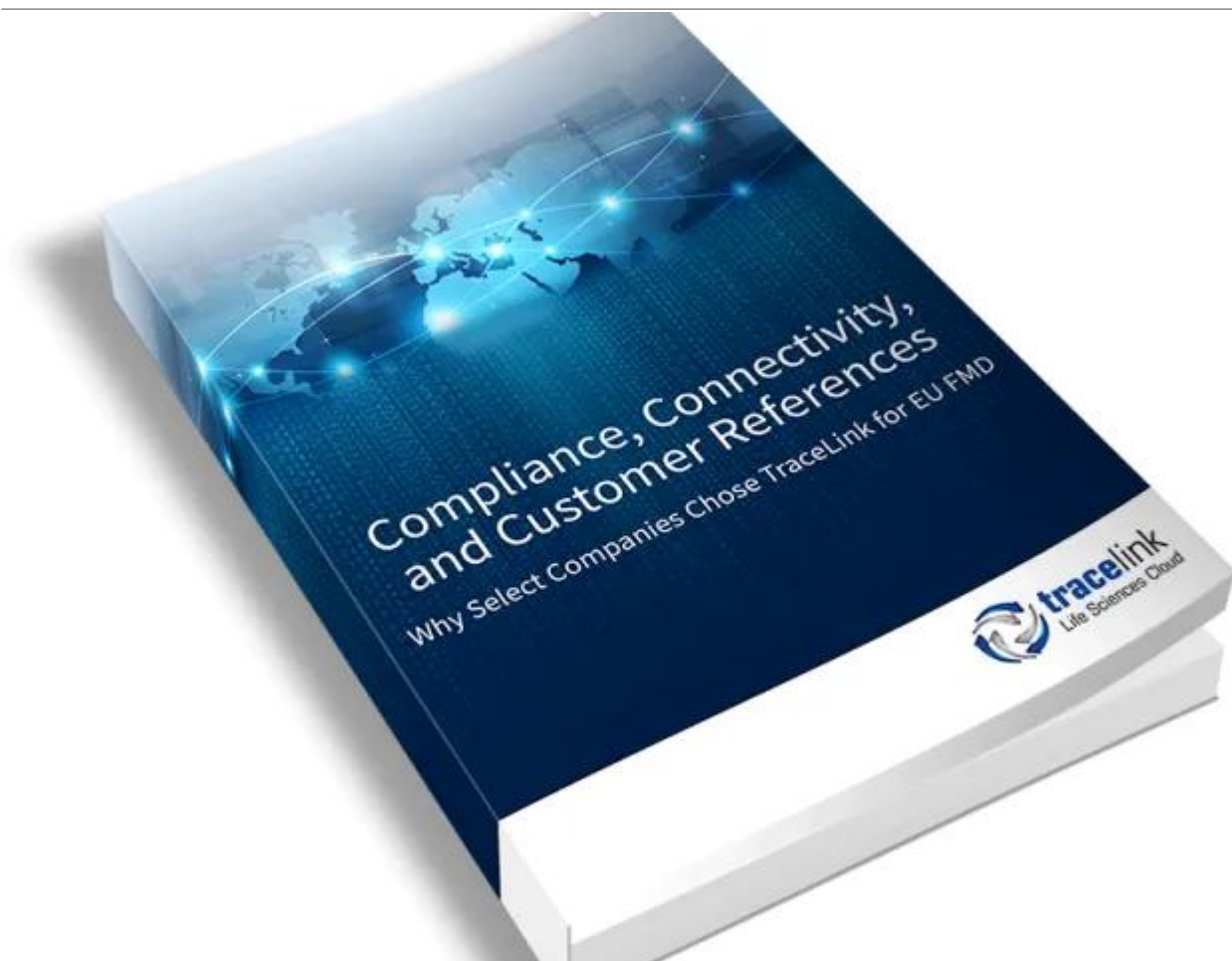
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