

CASE STUDY



Unlocking \$500M in Vaccine Capacity: When Process Excellence Meets Behavioral Science

THE MANUFACTURING BOTTLENECK

"We were working hard but couldn't keep up," recalled a team leader at the Vaccine Packaging division of a global healthcare leader. "There was plenty of product, but the packaging operation couldn't meet market demand."

Behind those simple words lay a profound business challenge: despite projections showing revenue doubling and a 60% increase in production units, Value Stream Mapping had revealed that packaging efficiency lagged significantly behind competitors. The result was substantial inventory of manufactured vaccines that couldn't reach the market—and ultimately, patients who needed them.

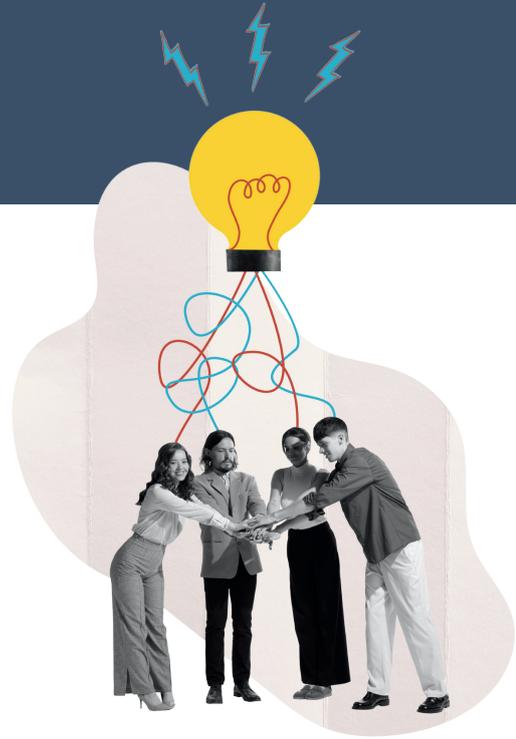
WHEN GOOD PROCESS ISN'T ENOUGH

The packaging leadership had diligently implemented a textbook approach to operational excellence:

- Cross-functional process teams
- Lean Six Sigma methodology
- Visual management boards
- Kaizen events
- Standardized work "playbooks" for line changeovers

These initiatives produced improvements, but nothing sustained. The standardized work "playbooks" remained largely unused without consistent supervision. Recognition programs created temporary performance spikes followed by backslides.

What was missing? The human element.



The human challenges were significant:

- 83% of employees had less than one year of experience
- New supervisors with limited leadership capability
- Employee resistance following a labor agreement change
- A culture where overtime was financially incentivized
- Only 12% error-free data entry rate

As one director later reflected: "We had the people, structure, and tools, but weren't getting traction due to people's resistance to change. We needed people to engage."

INTEGRATING BEHAVIOR WITH PROCESS

Recognizing that technical solutions alone weren't driving sustainable performance improvement, the healthcare leader partnered with ALULA to integrate behavioral science with their operational excellence program.

ALULA's approach focused on:

- Identifying the specific behaviors that would drive results
- Building leadership capability to influence those behaviors
- Implementing structured coaching and feedback systems
- Creating forums for best practice sharing and problem-solving
- Establishing regular one-on-one interactions between supervisors and operators

This integrated approach transformed how work was done—not just what work was performed.



"When ALULA's behavioral emphasis came in, it helped supervisors see the powerful effect it can have on the operators. People felt they were being heard more," noted one executive.

FROM PROCESS TO PERFORMANCE

Line changeover time reduced from 2.5 hours to 1 hour

Data accuracy improved from 12% to 59%

Capacity increased 88%–107% across production lines

\$8.6 million in operational savings

Resulting in \$500 million increase in available vaccine sales

Most significantly, these improvements required zero capital investment—they were achieved entirely through human performance optimization.

THE HUMAN IMPACT

Beyond metrics, the performance improvement created meaningful change for people at all levels. Operators who previously felt ignored became engaged problem-solvers. Supervisors evolved from monitors to coaches.

"A lot of the reason for the success in packaging is positive input from the employees themselves, which is being reviewed and accepted by management," explained one operator.

Another technician added: "Our issues are finally getting addressed. We're finally showing what we can do. Keep investing in us—we're worth it."

THE BIOMANUFACTURING IMPERATIVE

For biomanufacturing leaders in 2025, the message is clear: technical excellence creates potential, but behavior determines whether that potential becomes reality.

In an environment where capital efficiency and operational agility are paramount, behavior represents the highest-ROI opportunity for sustainable performance improvement. When patients, shareholders, and employees all depend on operational excellence, behavior isn't just a supporting factor—it's the critical variable that determines success.

As this global healthcare leader discovered, the science of behavior isn't an alternative to operational excellence—it's what makes operational excellence possible.



ABOUT ALULA[®]

ALULA is a management consultancy that helps organizations and the people that fuel them achieve their full potential by unlocking the right behaviors and uplifting performance.

We believe that the most important asset of any organization is its people. When people are engaged, motivated, and working towards common goals, they can achieve great things. But too often, organizations are held back by outdated behaviors and mindsets.

That's where ALULA comes in. We help organizations unlock the critical few behaviors that have the biggest impact on achieving results. We do this by working with leaders and teams to identify the behaviors that need to change, and then developing and implementing a plan to make those changes stick.

We believe that when people are working at their best, they can do amazing things. And we're here to help make that happen.

Learn more at alula.clg.com

