

MAN_09 - How structure responds to strategy: organizational redesign for the pandemic scenario

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Introduction: Due to the internal implications for production and supply of the COVID vaccine in Bio-Manguinhos, it was necessary to carry out an organizational structure review, so that it was possible to operationalize the management of the new processes in work routines, information systems, documentation and team performance, in fast response to government demand to meet society health needs.

Objective: To present how the organizational strategy affects structure review, carried out by the Business Process Office, with supported decision scenarios for the creation of key organizational units for the incorporation of the Covid vaccine.

Methodology: This is a qualitative research based on a case study, whose method was grounded by literature of Jay Galbraith - Dynamic Organizations Project, covering the steps of: assessment of the current state; diagnosis of organizational skills needed; the design of the structure, considering the selection of the structure, the organizational roles and the governance structure; and the lateral processes and competences. After analysis, three scenarios were presented for board decision, regarding different willingness to change.

Results: With the incorporation of COVID vaccine production in the portfolio, Bio-Manguinhos needed to restructure itself in management and physically. Thus, to support the management of new processes, organizational units were created.

For the storage of Active Pharmaceutical Ingredients (APIs) and cell banks, the API, Cell Banks and Virus Storage Section was created, located in the Logistics Department.

For the production of the national API, the existing structure of the Department of Biotechnological Processes was revised, with the horizontalization of the structure in sections.

In order to fully meet the government demand, it was necessary to adapt a physical area destined for pilot studies to carry out part of the final processing, creating the temporary unit dedicated to bottling, located in the Department of Final Processing.

The officialization of the new units required various activities based on an Action Plan to monitor changes and updates in work routines, information systems, documentation and team performance.

Conclusion: The new organizational units bring identity to the processes and allow more efficient and effective management, operationalizing strategy to respond pandemic in the organizational routine. However, this work claimed for changes focused in supply and production chain, which suggests further analysis of systemic impacts on the entire organizational structure.

Keywords: Organizational structure; Organizational redesign; Strategy response