



Transforming Business at STADA through Automation & AI

29.04.2025

Willy Tiede

Director Data Analytics and
Head of IT UK, Ireland &
Nordics



STADA at a glance

STADA



STADA products sold in
~ **115 countries**
**Consumer Healthcare,
Generics and
Specialty**



11,500+ employees
worldwide form
One STADA



Strong **brands**
in all markets



Among the **TOP 4**
**Generics and
Consumer Healthcare
players** in Europe

FULL YEAR RESULTS 2024



STADA's Growth Journey continues

+9%

Group sales 2024
€ 4.059 billion

+11%

EBITDA 2024 (adjusted cc)
€ 886 million

21.8%

EBITDA margin
in 2024 (adjusted)

84%

of our employees are
proud to work for STADA
(Employee Survey)

*compared to FY2023

Industry perspective: Why AI & Automation matters



79 % of corporate strategists say analytics, AI & automation will be **critical to success in the next two years**.



90 % of companies will rely on Generative AI as a workforce partner by 2025, yet **only 9 %** have an AI vision **today**.



49% of leaders struggle to demonstrate **measurable outcomes and tangible value of AI**.



30 % of GenAI projects risk being abandoned by 2025 without **clear value and cost control**.

How to stay competitive in AI & Automation with a lean team?

How to stay competitive and make AI & Automation a success



You need to:

- 1 Establish a lean dedicated inhouse team
- 2 Find the right partner to scale
- 3 Focus and select your areas to improve
- 4 Communicate across all levels

- ▶ Identify the **right colleagues**:
 - ▶ full **dedicated & curious**,
 - ▶ with good **business understanding**.
- ▶ Give them clear **ownership**
- ▶ Create **room** for showcasing

Find an experienced partner to scale your inhouse team with clear tasks



You need to:

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- ▶ The partner should have
 - ▶ Already **proven experience** in delivering successful Gen(AI) projects
 - ▶ **Good size** to be able to scale
 - ▶ **Business understanding** if possible
 - ▶ **Good cost** structure
- ▶ Clear task split is needed between inhouse and external
 - ▶ **Inhouse:** Orchestrating business, architecture and change, AI governance
 - ▶ **External:** Technical development

Focus is key for success, even if it seems to be attractive to play everywhere



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- ▶ Three areas to focus on:
 - ▶ **Market Screening**
for relevant solutions (e.g. HeyGen, GCP)
 - ▶ **Digital workplace**
(own GPT, Copilot, AI in apps)
 - ▶ **Selected Use Cases**
(Competitive advantage, ROI, Effort)
- ▶ For use cases: **Invest, Wait or Cancel**
- ▶ Use as **less technologies** as possible, as much as needed
- ▶ Ensure **AI governance**

Our AI & Automation Strategy is to be **aware of the market**, roll out **standard services** to everybody and deliver **ROI driven** high value **use cases**



Market Screening

Track new tools, features and constantly evaluate relevance to STADA

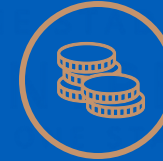
- **New AI solutions:**
Evaluation of value and STADA fit
Example: HeyGen for Training-video
- **New AI features:**
New in existing AI solutions
Example: New Copilot features
- **New AI functionalities**
New in existing standard tools
Example: SAP Joule



AI for digital workplace

Roll out standard services to improve employee efficiency – tools & self-service

- **Add new features:**
to our tools like Copilot, StadaGPT, Power Automate
- **Expand Self-Service Strategy:**
to scale Automation & AI Agents
- **Upskill employees:**
Regular training sessions (basic & advanced)
- **Drive & ensure adoption:**
Regular communication to keep awareness high and drive adoption



Use Case Delivery

Implement high value AI&Automation use cases

- **Business Case evaluation:**
Use case screening, evaluation
- **Commercial:**
Driving top-line through automation and efficiency
Example: CRM bot, content creation
- **TechOps:**
Process efficiency and automation in Techops to enable scalability
Example: Contract bot, Audit report
- **Finance:**
Process automation with SAC, Power Automate & Celonis

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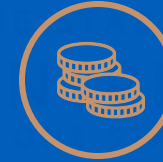
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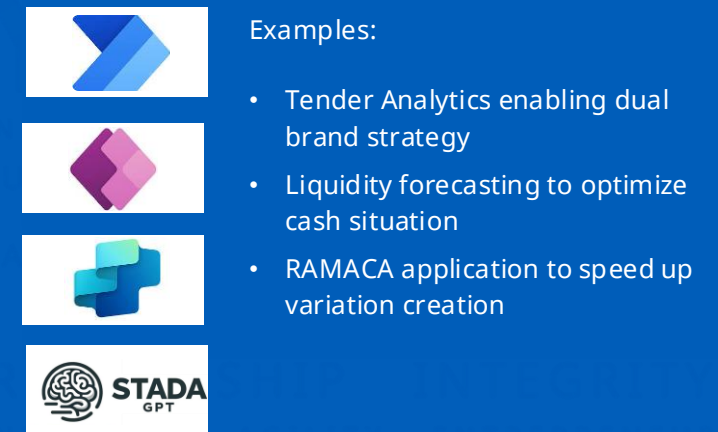
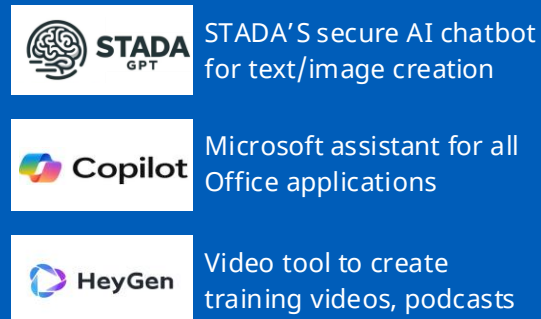
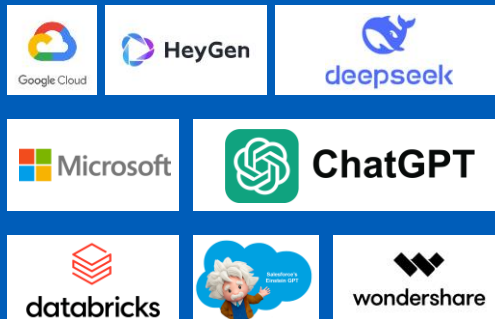
AI for digital workplace

Roll out standard services to improve employee efficiency – tools & self-service



Use Case Delivery

Implement high value AI&Automation use cases



We evaluate 200 AI & Automation cases on strategic advantage, value & effort

Where do you want to invest? Where is need to differentiate?



Use case evaluation process

Demand forecasting
Transform demand forecast process by integrating AI to improve forecast accuracy.
Value: Better inventory, less write-offs.

Priority	<div><div></div><div></div><div></div><div></div><div></div></div>
Value	<div><div></div><div></div><div></div><div></div><div></div></div>
Effort	<div><div></div><div></div><div></div><div></div><div></div></div>

RAMACA variations
Transform RAMACA variation process with AI to enhance compliance and efficiency.
Value: Faster approvals, less manual work

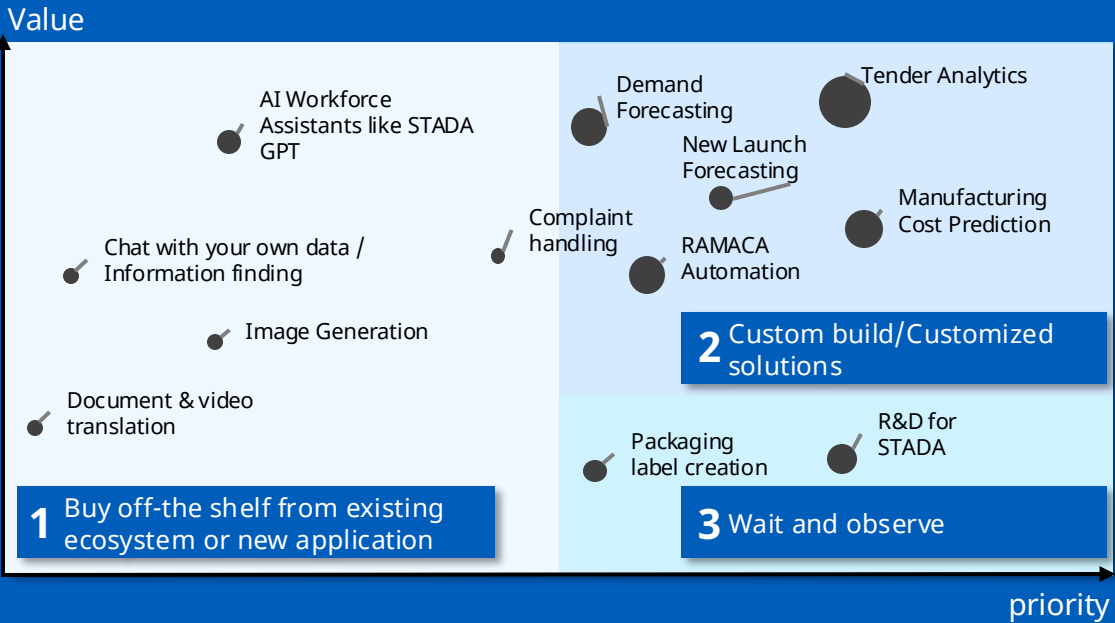
Priority	<div><div></div><div></div><div></div><div></div><div></div></div>
Value	<div><div></div><div></div><div></div><div></div><div></div></div>
Effort	<div><div></div><div></div><div></div><div></div><div></div></div>

AI chatbot for field force
Deploy AI chatbot to support field force with instant information access.
Value: Faster responses, better engagement.

Priority	<div><div></div><div></div><div></div><div></div><div></div></div>
Value	<div><div></div><div></div><div></div><div></div><div></div></div>
Effort	<div><div></div><div></div><div></div><div></div><div></div></div>

Complaint handling
Automate complaint handling with AI to improve speed and accuracy to customers.
Value: Faster resolution, better service.

Priority	<div><div></div><div></div><div></div><div></div><div></div></div>
Value	<div><div></div><div></div><div></div><div></div><div></div></div>
Effort	<div><div></div><div></div><div></div><div></div><div></div></div>



Evaluation criteria explanation:
Priority: Competitive advantage, STADA priority and/or Pharma specific
Value: Direct value delivery (Top-line and Profit before efficiency)
Effort: Costs, resources, time

Communication is the area where you can stand out



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- ▶ 70% of **success is communication**
- ▶ **Communicate on all levels:**
 - ▶ from senior executives to employees
 - ▶ from finance, commercial to supply chain and production
 - ▶ from countries to head quarter
- ▶ Drive **adaption** and **self-service**
- ▶ **Show practical ideas** how to use

An iceberg floating in the ocean, with the tip above water and a much larger portion submerged. The image is used as a metaphor for the components of (Gen) AI transformation.

(Gen) AI = People transformation

“AI will make us more
human, not less”

Satya Nadella,
CEO, Microsoft

10%

Algorithms

Generative & predictive AI models

20%

Data & Tech

Data platforms, data quality & data availability

70%

People

Ways of working & business process design
Org design
Talent and skills
Change management & communication

Communication Roadmap



Roadshows

to countries and areas to update and train management on GenAI/Automation and to identify use cases



STADA Employee Magazine

Included in internal newspaper: GenAI helping in their daily tasks



Intranet portal

STADA GPT, Automation and GenAI on the intranet portal to learn about existing use cases and tools



GenAI & Automation community

in MS teams with regular updates and tips & tricks about GenAI



Trainings

Weekly trainings and drop-in sessions to demonstrate value delivery through GenAI and Automation



Articles and Visualizations

Different intranet articles and several weeks on TV screens to bring attention to all colleagues

▶ High Adoption/usage

▶ High interest

▶ Valuable discussions

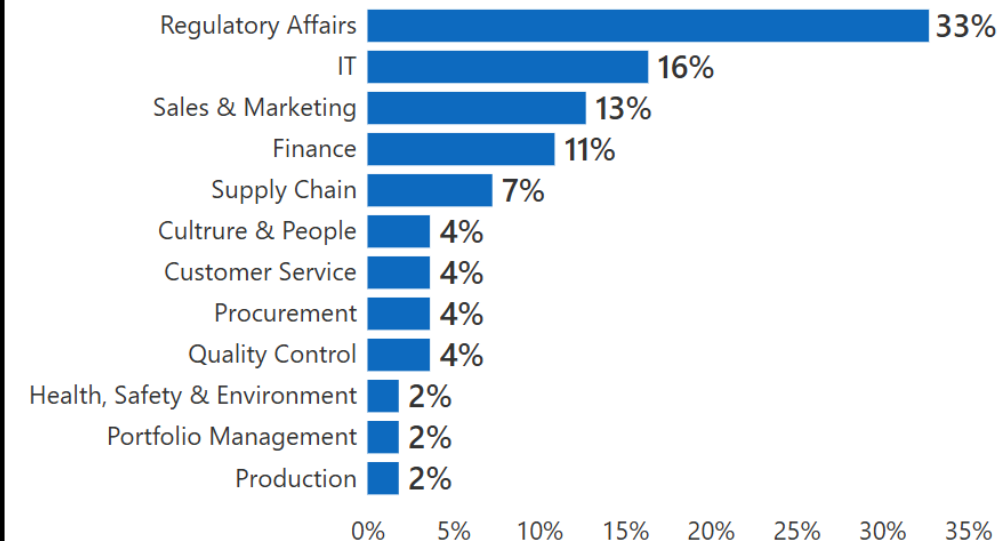
▶ High curiosity

**What was the outcome &
did it work for us?**

Automation: Our hybrid approach is continuously delivering clear value to Stada



Percentage of Automated Use Cases by Department @ STADA



2024: Getting started with RPA

Enhance operational efficiency by **automating repetitive, rule-based tasks & processes** using **Robotic Process Automation**



2025+ : Move to Hyperautomation

Enhance operational efficiency by focusing on **hyperautomation**, integrating **advanced AI** and automating **complex processes**. **Foster self-service**



Achievements with Automation

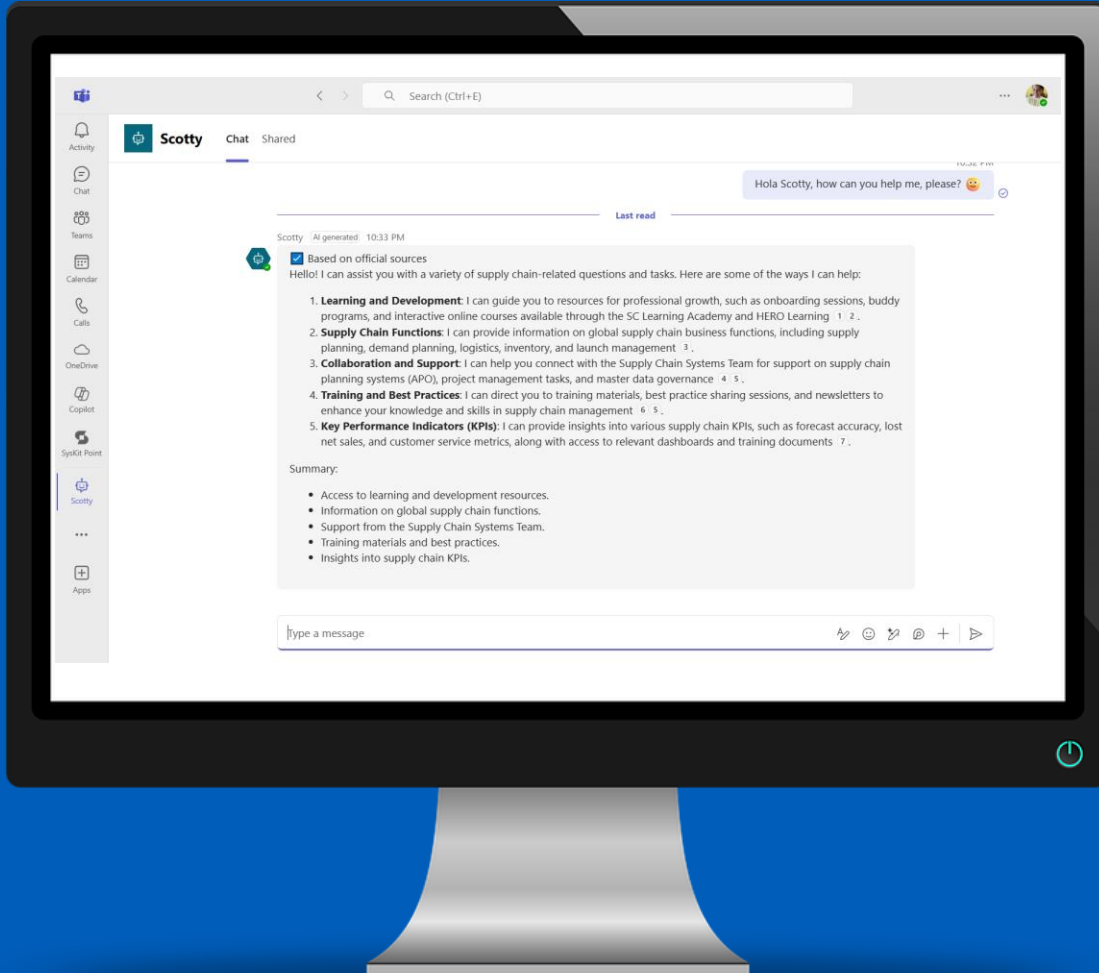
60+

automated processes

11k

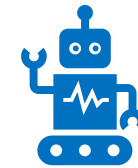
hours of
increased efficiency

Scotty, Supply Chain AI chatbot



Challenge & Problem Statement

Supply Chain colleagues dedicate significant effort to thoroughly locate and retrieve information from documents



Solution

Access via [Teams Link](#)

Automated Process: Scotty is an AI chatbot that allows users to chat directly with Supply Chain Management SharePoint files and Snowflake data. Users can ask Scotty to find documents, summarize content, or extract key data.

Business Owner: Global Supply Chain team, Stada Germany

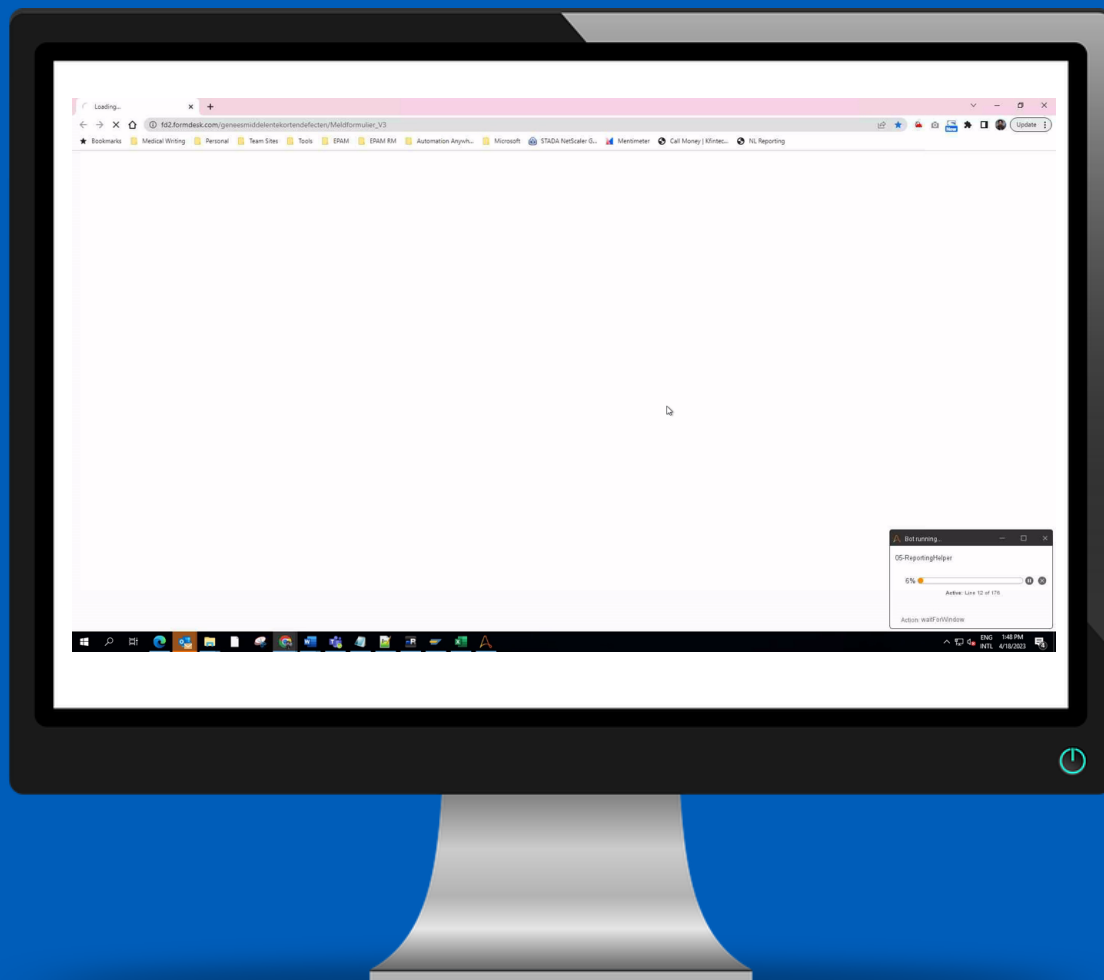


Annual Savings

Equal to > 2000 hours

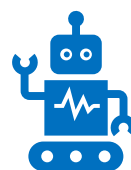


Reporting medicine shortages to the Netherlands government automation



Challenge & Problem Statement

Colleagues dedicate substantial time to reporting medicine shortages to the Netherlands government, requiring manual input and adherence to regional regulations



Solution

Automated Process: The automated system streamlines the process by extracting the required information from a SharePoint Excel file and updating a web-based application with the necessary data

Business Owner: Finance & IT team, Centrafarm Netherlands



Annual Savings

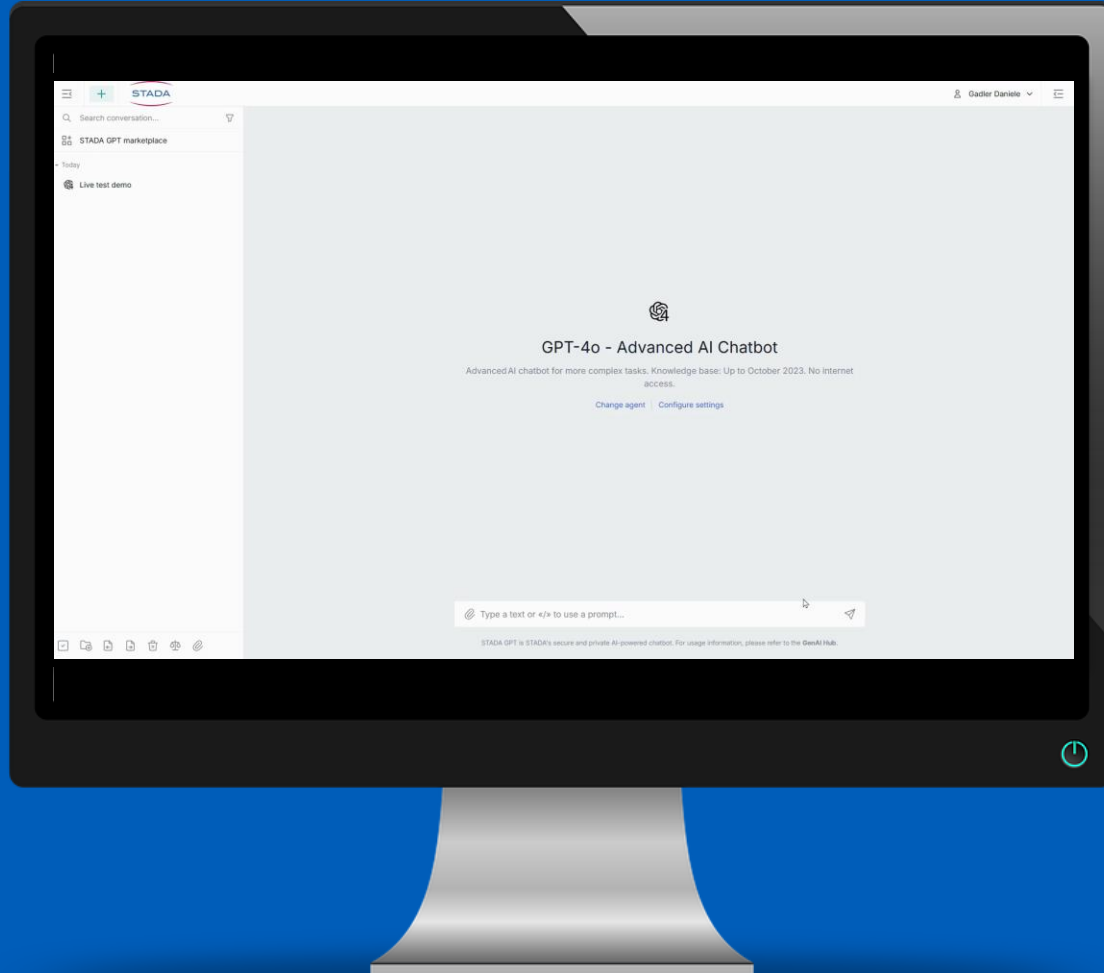
Equal to +250 hours



Some examples



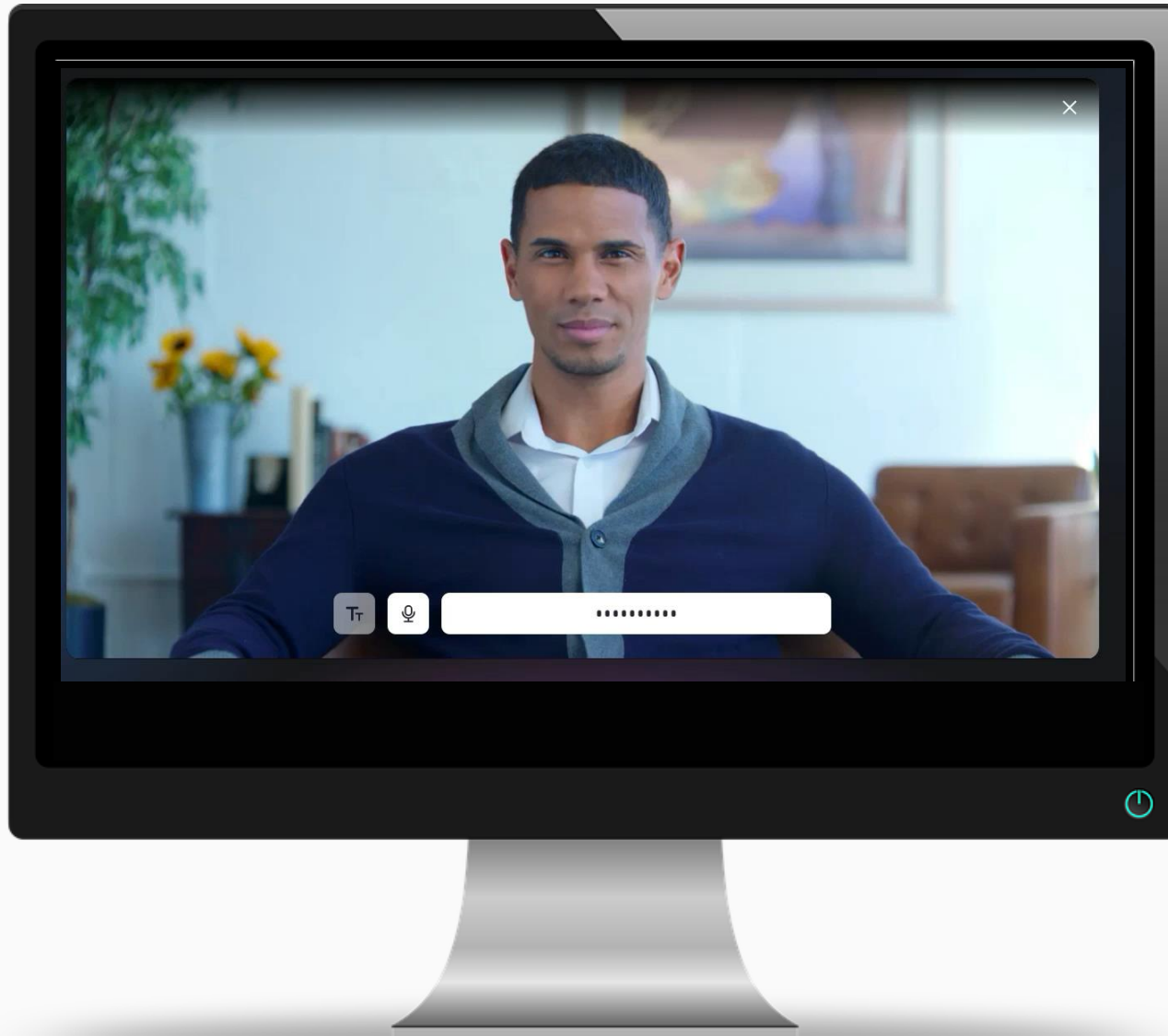
Example: Agent in STADA's GPT Marketplace



Example: Podcast based on Study



Example: HeyGen AI Avatar



New way of video creation with AI: Live-Avatar, podcasts and avatar training videos

Live-AI avatar to answer questions

Live interaction with AI avatar based on websites

AI podcasts

new way to share information, just based on documents or presentations

Training videos

Create training videos based on documents, presentations



Questions?

Our recipe to **transform business** in Automation & AI with a lean team

A **dedicated cross-functional team** from business and IT with clear ownership and deep business insight forms the foundation—amplified by **scalable, strategic partnerships**.

Structured **frameworks** drive the screening and **deployment of technologies**, a **digital workplace** and ROI-focused **use case delivery** and ensure tangible business value from automation and AI initiatives.

A **holistic communication strategy**, anchored at all organizational levels, serves as the key enabler for sustainable transformation to achieve faster adoption.