



Case Study: Global Deployment of CI Methodology

Thinking win, Win, WIN

Overview.

This client, prior to our engagement, strived to apply Kata ubiquitously without an internal mechanism of support and coaching expertise. They attempted to deploy it in several plants, but reevaluated their journey after negative feedback. Executive leadership noticed their deployment was watered down, yet understood the true potential of correct practice and routines. It was this unanimous realization that drove them to seek out W3 Group.

Industry: Pharmaceutical

Products: Drugs

Number of Employees Globally:
70,000

Scope of Work: Kata

What Was Their Challenge; Why Did They Engage W3 Group?

There was no clearly defined challenge outside of wanting to develop a culture that truly understood continuous improvement. Some immediate opportunities, that became apparent after we conducted the W3OS (W3 Operating System) analysis, was that their incoming quality and inspection had been having major issues, their air to ocean ratio was extremely inefficient, and they struggled meeting demand.



Numerous Obstacles

Serious voids and problems were immediately detected when they engaged us. Through the Kata process, we were able to uncover and eliminate obstacles that had previously prevented them from achieving their challenges. Some of the main obstacles we addressed during the engagement were:

1. Process area downtime
2. Time commitment
3. Equipment Issues
4. Raw material quality
5. Air to ocean ratio
6. New acquisitions
7. System duplications

Success They've Never Achieved Before

During our two and a half year engagement with this client, we were able to fully, and successfully, deploy Kata (routines & methodology for continuous process improvement) in 29 sites. The largest bottom line impact was realized through the optimization of their global supply chain.

ROI



2,748%

90.7 Million