



Case Study: Pharmaceutical Packaging

Thinking win, Win, WIN

Overview.

This client is a large multinational pharmaceutical organization. We partnered with them to completely overhaul how they approached continuous improvement globally. The following is a brief excerpt from this initiative and took place on three of their drug packaging lines

Industry: Pharmaceutical

Products: Packaged Pharmaceuticals

Number of Employees: 1,000

Scope of Work: Kata

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

This client sought our expertise in coaching for constant improvement. Therefore, we were brought in to coach its managers to develop organization-wide continuous improvement efforts with existing resources and future team additions. The three process areas highlighted in this impact story were chosen for developmental purposes and as a good learning environment for the clients leadership. Unsurprisingly, massive improvements resulted from this six month overhaul for these processes.

The Impact

With any change initiative, it is imperative to train and prepare leadership. Thus, a train-the-trainer approach was very important throughout our six month engagement with this client. Because the site was focused more so on the constant improvement methodology, the stress associated with having to reach stretch targets was absent and fostered an ideal learning environment. Three separate kata's (improvement routines) were deployed on three unique drug



packaging lines. With regular support and coaching from our team as well as a focus on short term target conditions and small PDCA's (Plan, Do, Check, Act), our collective efforts achieved some remarkable results such as:

- Eight competent leaders trained
- \$1,109,000 savings
- Output increase of 20% on each packaging line
- 50% WIP reduction in Raw Materials Lab
- Lead-time reduction of 30%
- 78% employee engagement increase

After our engagement with these process areas, the newly competent leaders within the site were able to continue the momentum and expand the success to other process areas.