



Case Study: Pharmaceutical Packaging

Thinking win, Win, WIN

Overview.

Client is the China/APAC manufacturing packaging location of a \$40 billion pharmaceutical company. After deploying Kata in 2013, the location continued to practice Kata through 2017 with good, but not great results. Additional training and coaching in Kata, Standardized Work, and Leader Standardized Work, was requested to bring the facility's performance to a new level.

Industry: Pharmaceutical

Products: Packaged Pharmaceuticals

Number of Employees: 320

Scope of Work: Kata

Sponsoring Executive Statement

"We specifically sought out W3 for their support not only with Kata, but for their overall E2E business and Lean Manufacturing experience. We were seeking to develop a manufacturing strategy with a focus on people development at the center. W3 is the trusted consulting company for us. W3 has had a direct impact on our overall organization strategy, as well as an impact on our people which in turn is delivering us the business results we have always strived for"

What were their Challenges? Why did they engage W3 Group?

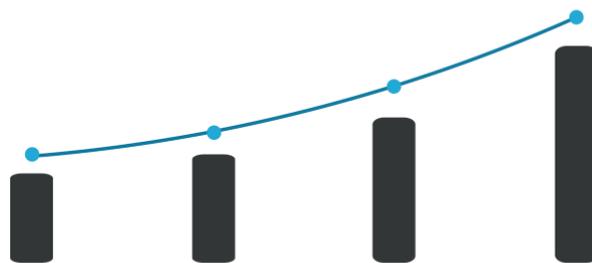
After partnering with W3 in 2013 to learn and launch Kata, this facility continued to use the improvement methodology with mixed results through mid-2017. Training more people without top level coaching made the program larger, but not better. A new plant manager starting late 2016 knew that the results could be much better and asked W3 to help improve the Kata program, Leader Standard Work, and management discipline in 2017.

Before:

Kata program largely meant "going through the motions" without challenging themselves to true breakthrough improvements and creating a culture of learning.

Engagement Framework:

After assessing the Kata program's current state, many new participants were selected to engage in Kata while existing coaches were re-trained to improve coaching skills through a Kata Skill Camp and additional Master coaching. Leader Standardized Work was also strengthened to pair with Kata coaching to refine leadership skills.



At the conclusion of our engagement the following results were achieved

Line 1: speed from 400 units/minute to 430 units/minute

Line 2: speed from 90 units/minute to 140 units/minute

Line 9 (Product A): 6 FTE to 5 FTE with OA increase from 70% to 80%

Line 9 (Product B): 70 units/minute to 80 units/minute