

CASE STUDY 1

SITUATION

A mid-sized pharmaceutical company was driving to reduce lead times from discovery to launch. The requirement was to understand where the bottlenecks and slow moving processes were and what current improvements could be made.

SERVICE

Through a combination of structured interviews and workshops with stakeholders across R&D, a top level value chain was mapped, and digitally recorded, from Discovery to Launch.

Current metrics, timelines, bottlenecks, slow processes and major changes were mapped. A level 2 process map identified the phase specific accountabilities, metrics and issues. On-going company-initiated change initiatives were analysed and relationships identified; the plans co-ordinated were put in place to ensure maximum synergy between initiatives.

RESULT

On presentation to the R&D board, the digital value chain and linked level 2 processes, issues and projects were enthusiastically endorsed. The Improvement projects portfolio was reviewed and the prioritised and targeted projects were implemented, resulting in a coordinated approach with improved performance.



CASE STUDY 2

SITUATION

The client, a manufacturer of a multi-million-dollar drug, were losing customers and contribution to the business due to poor supply chain and operational performance. All existing assets were fully utilised, stock projections would not hit policy levels within target time and there was a high variability of manufacturing performance. This resulted in low confidence that the longer term plan (6 months +) would be delivered as well as uncertainties in both demand and manufacturing output due to the introduction of a new product device.

SERVICE

We worked with the client to understand the business needs and developed a new lean strategy. This approach was to move from a highly variable push of material through the supply chain to pulling supply with high confidence and low variability.

Simple metrics and data gathering were put in place using existing information systems and quick hits were identified from initial analysis and feedback. Facilitated teams from the shop floor alongside support functions and management managed to solve major operational issues. A visual operational plan and facilitated team meetings made priorities clear, targets understood and issues identified with follow up support to resolve.

This provided the flow for the material and, as importantly, identified the waste.

RESULT

Lead times were reduced by over 50%, working capital reduced by >\$10m and the product was delivered on time in full, increasing contribution to the business, retaining customers in a mature competitive market and sustaining performance improvement year on year.

