

## The Challenge

Based on the increase in efficiency and cost reductions identified through benchmarking other pharmaceutical manufacturing companies, a large Midwestern pharmaceutical company expressed interest in exploring and implementing lean manufacturing concepts as a methodology to improve manufacturing efficiency and reduce overall operational costs as compared to the traditional manufacturing practices currently in use.

## The Solution

Performance Validation (PV) provided a dedicated Lean Six Sigma Green Belt Consultant to lead in the development of the lean manufacturing model. The Green Belt provided the following development and implementation to the client:

- Design Concept:
  - Perform assessment and evaluation of similar work environments to identify opportunities to:
    - Reduce cycle time, variation, operational costs, and
    - Increase the health and safety for the employees.
- Implementation:
  - Each functional area selected for lean optimization was decided by the client based on the PV Consultants recommendations. These areas included:
    - Tablet Coating Operations
    - Sampling
    - Dispensing
    - Tablet Processing Operations
    - Packaging
    - General Offices
    - Consumables Inventory Space
    - PPE Cabinets
  - A client champion for each area was identified to work with the PV consultant.
  - Training was provided by the PV consultant to the client champions on the Five S Program which focuses on having visual order, organization, cleanliness, and standardization similar to the graphic representation to the right.



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- In a collaborative effort, PV mentored and led the champions through the 5S program which provided consistency in implementation within each operational area.
- PV led and facilitated communication with the Lean Manufacturing Implementation cross functional team throughout the initiative which provided a neutral forum to openly discuss issues, questions or problems, and provided an opportunity for weigh in and buy in on proposed solutions by all the programs stakeholders.
- Sustainability:
  - PV developed a post implementation audit program for each functional area to provide for sustainability of the program.

## The Results

- The Lean Program was successfully implemented on time and within budget throughout the large manufacturing site.

## The Benefits

The establishment of lean manufacturing controls within the manufacturing cells provided the following benefits:

Reduced Cycle time reduction, variation and complexity

Increased Health and Safety

Targeted Point of Use (The practice of having items necessary for the operations of a certain process located where they are used)

Accurate Inventory Process (KanBan)

Accurate Space and Boundary Controls based on functional needs

Operational Cost Savings:	\$78K/Year
Inventory Cost Savings:	<u>\$16K/Year</u>
<b>Total Estimated Savings:</b>	<b>\$94K/Year</b>

For additional information, contact:

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