

Case Study: LEAN Assessment Across Departments

Global Specialty Pharmaceutical & Medical Device (GSP)

- Document Overload!!

The Challenges

GSP manufactures medical instruments, appliances and supplies. GSP originally utilized Efficiency Engineers to train and facilitate their internal Lean Team to handle issues in the Packaging Department. Since that project was such a success, GSP decided to move forward with an initiative to implement a Lean environment across the facility. As a result of increased workloads, internal data collection and mapping seemed impossible.

Efficiency Engineers Solutions

GSP Lean Team Coordinator hired PMC to gather data and complete the mapping process across other critical process areas. Efficiency Engineers' extensive project plan focused on defining improvement strategies for the following areas:

- Quality Assessment and Materials Management
- Order Entry & Scheduling
- Accounts Payable
- Attach/Wrap
- Finishing
- Bone wax extrusion
- Key areas reviewed for potential improvement included:
 - Material flow and layout constraints
 - Data requirements and systems access
 - Equipment downtime studies



Efficiency Engineers' thorough evaluation provided GSP with a detailed action plan, including data to support all recommendations.

Results

Efficiency Engineers' action plan provided GSP with steps necessary to reduce time used during packaging, while implementing process improvements. The action plan focused on reducing unnecessary production steps, task combining and even adding steps to improve process. These resulted in:

- Reduction of quality inspections from 47 to 10 occurrences in the production cycle.
- Order to shipment cycle time reduction of 58%
- New reports to minimize use of Excel spreadsheets and data rework