

Case Study: Formalized Continuous Improvement Process

Global Pharmaceutical Packaging (GPP)

- Better visibility with documentation for adherence to FDA requirements

The Challenges

GPP, a contract packaging manufacturer, handles both primary and secondary packaging of pharmaceuticals. As product lines expanded, sales increased, and continual improvement initiatives were implemented, GPP realized they needed assistance in capitalizing on their success. Efficiency Engineers were hired to evaluate production methods so efficient growth and increasing profits would become the forefront of the GPP's strategies.

Efficiency Engineers Solutions

Efficiency Engineers began by evaluating staff efficiency, production levels and line operations. Practical, easy to implement, production improvements were noted throughout the evaluation.

- Break and shift changes had the highest impact on overall productivity.
- Staffing realignments were recommended to improve overall utilization of staff.
- Sampling methods were improved with new policies, training, and implementation of visual standards resulting in reduced waste and more efficient work methods.
- Reassessing speeds and feeds of production lines also proved to be invaluable.

Efficiency Engineers' solutions improved worker output, production methods and line capabilities allowing GPP to maximize growth and profit.



Results

Overall Efficiency Engineers formalized the continuous improvement process. The team produced a professional report with needed documentation helping GPP to meet legal and regulatory requirements.

Efficiency Engineers' recommendations assisted in increased productivity and reduced expenses. The assessment found some of GPP's lines were 40% overstaffed, draining funds and slowing down production methods. In some cases, operators were only utilized at 43% of capacity. Efficiency Engineers' suggestions resulted in:

- Shift and break changes increasing production by 5%.
- Suggested sampling method improvements reduced waste by minimum of 50%.
- Production line variations decreased resulting in improved output by 33.3%.

Efficiency Engineers' thorough evaluation provided GPP with realistic solutions improving efficiency and profit.

GPP said, "Efficiency Engineers look at data differently, in fact, they are meticulous with data. The snapshots and findings were very revealing."