

## Case study

# Design & Launch of An Opex Improvement Programme



<b>Business Background &amp; Context</b>	<b>Global insulin manufacturer looking for 30% reduction in cost and 25 % increase in output. Executive team convinced that solution was better capacity utilisation and not further capital investment</b>
<b>Problem &amp; Goal</b>	The need <ul style="list-style-type: none"> <li>• Identify improvement opportunities</li> <li>• Design Opex Roadmap</li> <li>• Develop internal Opex &amp; CI skills</li> </ul>
<b>What was Done</b>	<ul style="list-style-type: none"> <li>• High level value stream mapping (VSM)of supply chain processes – drove focus onto aseptic production, assembly, and packaging</li> <li>• Detailed VSM which identified over 100 improvement opportunities</li> <li>• Benefit/effort matrix used to focus on 5 critical issues</li> <li>• Opex Roadmap developed setting 2 year improvement agenda &amp; Governance</li> <li>• Training Programme &amp; Improvement projects Launched</li> <li>• Coaching of project leads to ensure benefits delivery &amp; skills transferred</li> </ul>
<b>Business Impact</b>	Significant production volume increase with no capital Batch record right first time from 48%-72% - reduced delays OEE increase in bottleneck process ( assembly) from 65% - 72% Simplified production planning and Kanban replenishment Visual management & “lean daily management system” introduced – rapid response to issues

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# Design & Launch of An Opex Improvement Programme – Details of Approach



A project selection Kaizen Event was run with leadership to design the improvement programme, build understanding & generate ownership ahead of implementation

