



Working side by side to save many more lives

A leading US vaccine manufacturer, with help from Celerant Consulting, achieved its goal of saving more infant lives by changing the organisational culture and embedding the capability for continuous improvement

Passionate about Product

Since the introduction of one vaccine, the US Centers for Disease Control has reported a major drop in the targeted amount of disease in children under two years of age.

This vaccine makes a difference. And senior management at the manufacturer was determined to expand production volumes, to save even more lives.

People throughout the organisation were passionate about what the company produced, and about protecting young children from disease.

So ensuring an ever-reliable supply of the vaccine was a top priority.

What was the best way to achieve that goal?

UNDER THE MICROSCOPE

Celerant Consulting (Celerant) was called in to look for opportunities to raise performance across the board in operations.

Celerant's style is not to merely interview senior managers for their view of a situation and then produce a report. Instead, consultants spent hours working at the side of shop floor and other staff, observing and analysing the processes and procedures.

Together with the client, management systems and performance metrics were thoroughly reviewed. The effectiveness of meetings, the company climate, and the behaviours of leadership were all put under the microscope.

The outcome was a suite of solutions to be implemented in 20 weeks, in two parallel workstreams: focused on manufacturing excellence and organisational effectiveness.

Results

- 50% increase in production runs per week
- \$100 million increase in sales volume potential
- Over 30% reduction in average changeover time
- 30% reduction of non-compliance incidents
- 17% reduction of in-process waste
- 12% reduction of average batch fill time

"Celerant didn't just come selling the latest tools. The project was fact based. Together we made a plan based on what we saw, not what Celerant had." Managing Director



JOINT APPROACH

Each workstream comprised members of shop floor staff, both hourly and salaried, guided and supported by Celerant consultants.

The manufacturing excellence workstream succeeded in training nearly 150 shop floor personnel on a range of Lean Manufacturing techniques to suit the company, its very complex product and its strategy. Trainees were then helped to apply these techniques – including the Japanese methods of Kaizen, Kanban, and 5S – to the real world of the company, to solve issues such as equipment downtime, or shortages of critical supplies.

In the organisational effectiveness workstream, the role of supervisors came under the spotlight. Here the focus was especially on helping supervisors devote more of their energies to floor management. Supervisor job descriptions were clarified and rewritten. Additional leadership and technical training was provided.

Supervisors also received training in assessing and identifying people's skill levels and training needs.

Both workstreams developed performance metrics and a Management System (Celerant's proprietary MCRS[®]) to better manage the shop floor. New skill development metrics were introduced for each workstream, and combined in an integrated scheme for the whole organisation.

STRONGER LINKS TO STRATEGY

The new performance metrics played a key role in establishing stronger links between the organisational strategy and the shop floor.

The MCRS[®] ensured that staff at every level made continuous self-correcting adjustments. It also linked the behaviours being practised by employees on the shop floor to the company's goals and values.

By installing new or revised systems for detail planning, performance review, cross-functional collaboration and holding people accountable, the workstreams were able to ensure that key behaviours would be constantly reinforced.

The company was able to make more of people's performance potential, thanks to its upgraded capabilities for skills assessment and skills training.

"I rate the project an absolute success. My expectations were exceeded halfway through. Our primary goal was to save more lives by increasing the supply of this vaccine. We've done that."
Managing Director

"We've deeply embedded the changes that are bringing us such dramatic results." Managing Director

*Our Results are
Front Page News*



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"We're very pleased by the way Celerant connected with people on our shop floor. Celerant works up close, where things actually get done." Managing Director