

# Leading European Manufacturer in Pharma

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## Case Study

Life Sciences & Healthcare

## Beating low cost producers with a culture of continuous improvement

**Company Name:** n/a

**Location:** Italy

**Sector:** Life Sciences & Healthcare

**Business Challenges:**  
Improve operational effectiveness and efficiency.  
Engage and motivate the workforce.

**Consulting Services:**  
Operations Management,  
Supply Chain and  
Organisational Effectiveness

**Capabilities:** Asset Management, Lean, MCRS\*, Process Excellence

**Client Quote:**  
*"I would never have thought that so much change was possible in my organisation in such short time!"* COO

### Situation

Our client is a leading European manufacturer of Active Pharmaceutical Ingredients. Growing competition from low cost producers in India and China was putting him under increasing pressure. To remain competitive, it needed to improve operational efficiency and implement real behavioural change in both management and workforce, so it decided on a comprehensive Lean Programme and chose Celerant Consulting to help drive it.

### Approach & Delivery

Celerant's experts immersed themselves in the organisation and quickly developed 4 major workstreams to improve operational efficiency and develop a culture of continuous improvement.

- Lean Manufacturing to reduce quality issues and increase yield.
- Lean Cash Out to increase purchasing effectiveness and reduce spend in every area.
- Lean Organisation & Standardisation to define the optimum organisational structure, skill base and resource development plans.
- Lean Performance Management to monitor, track and improve performance at all management levels.

Working closely with both the management team and the workforce, Celerant redefined and reorganised all major processes, implemented a new Management System MCRS® and used extensive Closework® approach to support client's drive towards continuous improvement and real behavioural change.

### Results

A 20%-30% average increase in productivity on key products was achieved, with significant savings on raw materials and technical and support materials.

Operational management services at all sites were redesigned, synchronised and deployed alongside a redefined skills matrix and new resource implementation plans.

Standard processes for forecast, MRP, mid term planning and daily scheduling were implemented, together with a new strategy on MTS - MTF and MTO.

### Client Satisfaction

*"Because of this project, our most important customer received their last order on time and in full. So they decided to give us orders which had already been confirmed with our cheaper competitor in India."* CEO