



mpl: Pharmaceuticals

Case study: Pharmaceuticals

Interim
Continuous improvement
Rapid results
Restructuring

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The Challenge

Implement Restructuring: Reduce Inventories

MPL's client, an instrument manufacturer, engaged MPL as part of a restructuring exercise to eliminate a layer of management and improve the performance of their purchasing and production operations. They had 4 major objectives which required support:

- Managing the up skilling of the operations and purchasing teams
- Obtaining technical expertise for the selection process for the new position of Operations Director
- Revitalising lean practices, particularly 5S
- Implementing actions which would results in substantial inventory improvements



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Approach

MPL selected an Interim Director with extensive operations management experience. His brief was to manage business day-to-day while implementing a 30-day programme which drove improvements in both the management processes and continuous improvement capability:

Operations Management:

- Introduce structured meetings
- Establish a labour performance management system
- Address raw material inventories
- Address issues in planning which affect stock levels

Continuous Improvement:

- Re-launch the 5S activity in production
- Introduce visual management at production cell level
- Introduce labour planning
- This was followed by a consolidation period of 60 days to bed in the new processes.

Skills and Methods Implemented

Introduced structure and focus to the daily production and weekly labour planning meetings

Implemented a formal 5S process with a progressive scoring system

Developed a tailored labour performance management system which enables production cells to track their labour effectiveness versus locally generated standards

Introduced weekly reviews of the material plan to validate the MRP suggestion versus stock on hand, firm and forecast orders

Introduced a structured review of stocking parameters to ensure optimisation of stock levels in the long term



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Testimonials

"MPL have demonstrated their ability to adapt their philosophy of continuous improvement and performance management to our needs in an interim role and have established a sustainable platform for further improvement. I am happy with both the improvement in the team's capabilities and the business results and would gladly recommend their services to companies who are facing similar challenges."

Managing Director,
Supply Chain

Implementation

5 Months

Immediate wins

Inventory reduction of c.£480k in 4 months

Stock turn improvement from 2.1 to 2.7 in 4 months



We appreciate that each business has its own unique set of business pressures, strategic directives, current problems and concerns. Each has its own business agenda and timescales. MPL's methodology has been developed in partnership with a wide range of businesses across a broad range of different sectors and we have worked at all levels of an organisation to deliver a unique and comprehensive response to their requirements.

This has enabled us to develop an intensive understanding of different industries, to provide our clients with an informed view on the issues and challenges they face and the ability to provide a specific and tailored service response that ensures results.

Bakery and Morning Goods

- British Bakeries
- Delifrance
- Jordans
- Warburtons
- McVitie's
- Crantock Bakery

Dairy

- Arla Foods
- Dairy Crest
- Express Dairies
- Robert Wiseman
- Dairy Farmers of Britain
- Norseland
- Yeo Valley

Fresh Produce

- Produce World Group:
- Solanum
- Isleham Fresh Produce
- RB Organic
- Rustler Produce
- Wilson's Country

Soft Drinks

- Coca-Cola
- SunJuice
- Greencore Water
- Buxton Spring

Alcoholic Drinks

- Bulmers
- Carlsberg-Tetley
- Charles Wells
- Diageo
- Fuller's
- G & J Greenall
- Irish Bonding
- Irish Distillers
- St Austell Brewery
- Muntons
- Greencore Malting

Grocery

- British Sugar
- Burton's Foods
- Cadbury
- Charlie Bigham's
- Edme

Greencore Group

- John Rannoch Foods
- Kellogg's
- Kitchen Range Foods
- Premier Foods
- The Serious Food Company
- Wilkin and Sons
- Cargill

Meat Processing

- Dovecote Park
- Kitchen Range Foods
- Moy Park
- Olhausens
- Pork Farms Bowyers
- Vion Food Group

Chemicals and Coatings

- Akzo-Nobel
- Crown Paints
- International Paints
- Omya

Automotive

- BMW
- Roll-Royce
- Calsonic Kansei

Electricity Generator

- International Power

Industrial

- Acordis Acetate Products
- Cameron Leeds Manufacturing

Healthcare

- Kimberly-Clark
- S C Johnson
- PZ Cussons
- Reckitt Benckiser
- Hoya
- NHS
- Countess of Chester Hospital
- Homerton University Hospital

Police

- Wiltshire Constabulary
- West Midlands Police

Pharmaceuticals/ Biotech

- Glaxo Smithkline
- AstraZenica
- Napp Pharmaceuticals
- Elan
- Delta Biotechnology (Novozymes)
- Cardinal Health
- MedImmune
- William Ranson & Son
- Patheon
- Catalent Pharma Solutions
- Elga Labwater
- Biochrom
- Penn Pharma
- Serologicals (Millipore)