

Case Study - Pharmaceutical Packaging



18 Month Financial Turn around

**Streamline
Manufacturing
Enterprises**

Navigate growth, maximize profits



Streamline Manufacturing Enterprises

Case Study – Manufacturing - \$8MM Annual Sales

Company profile:

Annual Sales Revenue: \$8MM

Market: Pharmaceutical / Industrial Packaging

Key Manufacturing Processes: Injection Molding / Injection Blow Molding / Extrusion Blow / Manual Assembly (Clean Room)

Challenge

Underperforming Operations were yielding a low ROI. Performance gaps included:

- EBITDA at 8% (3% below expectations)
- On-Time-Delivery at 75%
- Scrap above target
- Most SKU's were performing below quoted parameters (cycle time, scrap, DL%)
- Major delays implementing "real-time" integration of corporate ERP platform

SME solution

SME re-structured the management team and trained all employees in Lean Manufacturing concepts (including White Belt and Green Belt custom configured trainings). Implemented an operating platform which highly leveraged the Sales and Operation Planning concept well as Standard Work across all the core operation functions.

Tools and Techniques used

- Strategic Business Planning
- B2B Executive Summits
- Marketing Roadshows with Account Managers and Sales Representatives
- Hoshin Kanri – Goals and Objective tracking methodology
- Sales and Operation Planning
- Systematic Root Cause Analysis
- Green Belt training for all exempt employees

Results

- EBITDA improvement from 8% to 16%
- ROIC from 9% to 27%
- 24 months consecutive 100% OTD
- Operation recognized with Operational Excellence and Safety Metrics awards

