Creating the Plan for Change

The team aligned the analysis to the **"7 wastes"** as they thought about improving the process.

- **Inventory** – paper that is not required, reports in transit or waiting on desks
- **Waiting** – a 7-day turn-around time, having to wait on another dept for format and print, transport for signature then transport for scanning and emailing
- **defects** – reports can and have been sent to incorrect clients, not easy to fix defects once finalised, end product can be blurry and unprofessional
- **Overproduction** – lots of cost involved in paper and ink, could all be eliminated
- **Motion** – move to doc control, back to SM then back to doc control, can we format instead?
- **Transportation** – move physical copies between building twice and send out to client, if any updates required need original from storage facility
- **Over processing** – printing all pages to sign 1 page

As the team critiqued the "current process" it gave them inspiration to plan for improvements to benefit their own working environment but more importantly create a "buyers-market" process that listened to customer feedback and plan to do something about it. The risk of not changing could be the loss of custom in to the millions of Euros. A major step forward would be the introduction of electronic signatures throughout the reporting processes. The team created a "pro's" and "cons" table to visualise how they could implement change and achieve buy in from across the business. The Kotter's 8 step change model was integrated in to "lean tools" analysis to bring the team together and focus on making changes stick.

Business Benefits

The team have learnt how to apply the lean tools and have seen real benefit from taking a step back and analysing just how things get done in the real world. They are now planning the improvement actions and are progressing well. The tangible benefits when new processes are put in place from quarter two 2019 are expected to be:

- Lead time reduction from 7 days to 1 day
- Consumable cost reduction of 9K

"The business improvement academy was a great learning experience for me. Not only did I learn tools to analyse processes and how to improve them, it was useful to think about real-life examples. The hands on tasks were valuable to think outside the box and to consider the full picture. The face to face assistance from Brian was great as he has a wealth of experience and got me to think of challenges from a different perspective. The group as a whole were very friendly and it was informative to learn of issues other businesses have in terms of continuous improvement. I would definitely recommend the academy and I have already passed on some of the tools to my peers. "

Sartorius Stedim - Case Study

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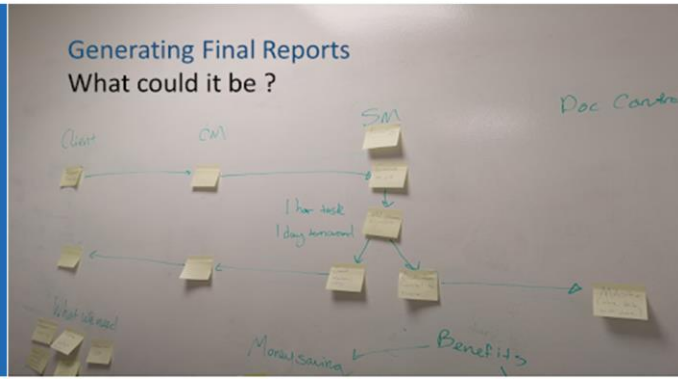

sartorius stedim biotech

Business Improvement Academy Project

The project carried out by a Bioanalytical Senior Scientist highlighted how the company uses a lot of paper based systems in accordance to operated Good Manufacturing Practice (GMP) standards, (a minimum standard that a medicines manufacturer must meet within the drug testing process.)

As the business invests in continued process improvement, standards are now being developed in Good Scientific Practice (SMPGSP). GSP can be used for early development stage drugs. As the analyses began, a project was set up to focus on how the scientific laboratories generate final reports for clients.

Project Analysis

A process map was developed by the team commencing with "requests for report finalisation" through to final hard copies being received by the customer.

Cycle times (CT's) were measured highlighting an average CT of 7 days.

With this information the team brainstormed the process and soon realised that there was an enormous amount of Non-Value Add (NVA) or waiting time within the department.

Further data was gathered across departments showing the amount of reports produced annually, the amount of resource consumed and the amount of paper used. This was very illuminating to the team and demonstrated the importance of highlighting how processes can generate hidden activity that eats into efficiency and productivity.

Examples showed:

- Ink costs @ 9p per page = £2,609.73
- Paper costs @ £20 per box of = £225.58
- Postage costs @ £12 per report = £6,732.00

The environmental impact of the current processes was:

- 5.2 US Shorts tons of wood = 31 Trees
- 33.i Million BTU's Energy = 39.5 Refrigerators
- 23400 pounds of Co2 = 2.1 Cars usage per year
- 27800 Gallons of Water = 20 Washing machines usage per year

The current heavily manual and paper based processing was investigated with its impact on client satisfaction and again this was very enlightening to the team and their thought process for change. Customer analysis of a sample of over 1,000 highlighted:

- Complaints of scan quality
- Requests to receive searchable PDF reports (FDA requirements)

Examples of "poor quality" reporting structures including graphs and charts where demonstrated during the analysis.