

The Challenge: Improve Business Processes with Office Kaizen

The Client:

When one of the world’s leading pharmaceutical companies found itself growing at a significant pace, company leadership realized the need to proactively improve their business processes and systems so that they would be ready for rapid introductions of new products. Kaufman Global was engaged to implement its Office Kaizen methodology. Project objectives included process mapping and improvement, rapid solution implementation and the installation workgroup management practices (Lean Daily Management System, LDMS®) that improved communication and streamlined functional interfaces.

The Approach:

Three areas were identified as those whose processes would be affected during this engagement: Contracts, Sales Planning & Analysis, and Customer Interface. Kaufman applied its SLIM-IT® implementation model and established a structure for continuously improving business processes by:

- Forming an Executive Steering Committee, Champions, Joint Team Members, Process Teams and Charters;
- Conducting a leadership workshop where 40 members, team leaders and facilitators were trained to ensure future sustainability of the initiative;
- Installing Kaufman’s Lean Daily Management System (LDMS®) and training on the application of these tools and techniques;
- Mapping the “current state” of nearly 100 processes and reviewing each process with stakeholders to identify improvement opportunities;
- Identifying real-time issues and converting most into next steps with assigned accountabilities;

- Conducting open communication sessions reaching everybody within the business sector as well as numerous stakeholders;
- Coaching the client to take complete responsibility for identifying, restructuring, and implementing future business process improvements; and,
- Generating excitement and empowerment among the employees.

The Result:

With Kaufman Global’s Office Kaizen and Lean Daily Management System (LDMS®) in place, this client has realized **over \$1.2 million in cost reduction and over \$800,000 in revenue increases in less than six months**. Kaufman transferred value-added capabilities to the entire organization to ensure the newly implemented processes can continuously be improved resulting in even greater savings to the company. Improvements that contributed to overall savings include:

- Reduced in-house time to draft contracts from 46 days to 16 days (65%);
- Outsourced certain paperwork functions and shortened in-house work by 13 days (68%);
- Reduced time to attain signatures on certain critical path documents from 25 days to 13 days;
- Significantly reduced insurance investigation calls to end users resulting in greater patient convenience;
- Numerous other processes were improved and streamlined, and;
- Implemented LDMS® throughout the functional areas involved.

“The thing I’ve noticed using the [Office Kaizen] process is people are now thinking about how to do their job more effectively.” ~ Client team member