

Navigating a Lean Approach in Information Technology

Pharmaceutical Manufacturer Scale: 5,600 employees | \$4.4B Annual Revenue

Adonis Partners helped a pharmaceutical manufacturer adopt lean and agile practices, allowing the company to identify the right problems to solve and their root causes, resulting in the elimination of significant process inefficiencies.

- ✓ Identified 67 opportunities for improvement in waste workshop
- ✓ Achieved \$1.5M in savings through Kaizen-based problem solving
- ✓ Expanded lean practices into marketing, sales, and human resources



1.5M
Savings After
Conducting Workshop

95
Average NPS Score
for Training

22
Leaders Trained
in Lean

A pharmaceutical manufacturer found that their IT function was evolving into a more strategic partner for their broader business. In doing so, there was a shared belief among the leadership team that the organization would benefit from the adoption of lean and agile practices.

To initiate this transformation, Adonis trained 22 client staff members in lean fundamentals so that they could understand the potential to work simpler, faster, and better. From there, the strategic IT partners were challenged to find opportunities to use lean fundamentals in their daily work. Multiple opportunities were identified, including:

- A one-day workshop was conducted to jumpstart an improvement Kaizen focused on streamlining a core technology process.
- A project to document the end-to-end (E2E) process of data flowing through marketing to create visibility and identify improvement opportunities before the next product launch.
- A diagnostic to capture and measure market research processes to identify ways to streamline the process to address waste and inefficiencies.
- A one-day workshop to map out the process of handling technology requests in support of the human resources team.

Through this approach of engaging with the technology partners, the pharmaceutical manufacturer achieved significant operational improvements. The one-day training workshop ultimately delivered \$1.5M in savings. Through the lean fundamentals training, 67 instances of waste were identified, and an astounding average NPS score of 95 was given for the training as a whole. Additionally, lean practices were expanded into marketing, sales, and human resources, setting the stage for ongoing excellence and efficiency across the organization.