



Boehringer Ingelheim delivers higher customer service and less inventory

The company

Boehringer Ingelheim is a research-driven group of companies dedicated to researching, developing, manufacturing and marketing pharmaceuticals that improve health and quality of life.

The business consists largely of Prescription Medicines, Consumer Health Care, Biopharmaceuticals and Animal Health. *Boehringer Ingelheim* focuses on the production of innovative drugs and treatments that represent major therapeutic advances.

Boehringer Ingelheim currently has almost 37,500 employees and has 143 affiliated companies spread around the globe. There are research facilities in nine countries and production plants in more than 20.

Boehringer France worked with Delos to get its Platinum award and saw spectacular results.

The challenge

Boehringer Ingelheim's challenge was to improve the manufacturing stage of their production plant in France. They wanted to design a guide to excellence that would allow them to reach targets more efficiently. The company's own level of assessment was measured on a bronze to platinum scale of The Delos Partnership's Assessment, and production and processes in the French plant was scoring a low silver. This had to be improved.



Isabelle Rengerink – Head of Manufacturing

In order to do this Isabelle Rengerink, head of manufacturing in France,

decided to implement an Integrated Business Leadership (IBL) process and engage an agency to design and implement the process.

Isabelle said: "The French plant is an incredibly busy one, with 72% of production exported throughout the world. Mine and Thierry Maillard's (project leader) task was to find a way of incorporating all different aspects involved in manufacturing and production and to make them work better."

The Delos Partnership was recruited to devise an IBL process and training plan. Isabelle said: "The decision to engage Delos was based on a number of factors, one being that we wanted an agency that would provide an individual tailored package for us. We felt that a smaller company would be able to do this more than one of the larger, more impersonal ones."



How Delos met the challenge

The project was launched at the beginning of 2003 and platinum status was achieved by the end of 2005. Gilles Lauga said: “The first major step was to assess the workings of the manufacturing plant. We needed to find its strengths and weaknesses – both in production and management. This was key for Boehringer Ingelheim as they actually had to sit down and describe their processes. From this we managed to evaluate the company based on the Delos seven step IBL model that looks at vision, strategy, prioritisation, demand, innovation, supply and support.

“After the full evaluation was completed, we designed an IBL implementation package and created training workshops on planning and execution concepts for the project team that would teach them how to run their business more efficiently.

“The training of the core project team was quite intensive and covered all

aspects of the business: innovation, demand, supply, support processes, continuous improvement techniques, performance measurement and activation, people and team management.

“Workshops were conducted to help teams redefine processes to best use standard tools while focussing on customer satisfaction and business financial performance. Consulting days helped the management of the project progress in the right direction and at the right speed.”

Thierry said: “After the training of the core project team had finished, the team went on to cascade this education to the whole organisation.

“The real beauty of Delos’ technique is that they don’t do it for you; they teach you how to do it”

“From here the IEL process was implemented allowing us to set clear priorities for the business and also allow us to improve aspects like planning and execution. With the help

of Delos, we developed a project development chart that allowed us to make sure that all strategic innovations were seen through correctly.”

The results

Boehringer Ingelheim France is now working more efficiently and operating on a platinum level of excellence. This has produced the following achievements and results:

- An innovation process to manage New Products
- High levels of data accuracy
- A IBP process providing a full three-year horizon.
- Set up of a formal process for short-term and long-term planning
- Harmonisation of continuous improvement tools
- Integration of main suppliers into the plants procurement activities.
- Significant productivity increase
- Inventory turnover ratio has increased significantly.
- Operating Equipment Effectiveness significantly increased.
- On time delivery above 98%.