

INDUSTRY > Pharmaceutical Industry



CUSTOMER SERVICE LEVEL RECOVERY

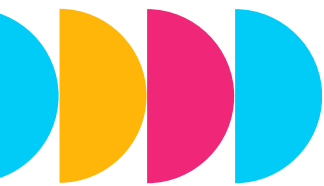
THE HIGHLIGHTS

In Central Canada, a medium-sized manufacturing plant faced a crisis after receiving an entire product line transfer, overwhelming its capacity. **Zinata intervened with a plan to prioritize customers and products**, streamline operations, and reconfigure the supply chain for flexibility and scalability.

Through lean practices, team restructuring, and digital networking, the plant regained control and improved service levels. The implementation of "corridors" and process restructuring led to sustained operational improvements. **Two years later, the plant continues to follow established practices**, ensuring long-term success in a competitive market.

THE HEADLINES





THE DETAILS



SITUATION

A medium-sized manufacturing plant in Central Canada faced overwhelming volume after receiving an entire product line transfer, leading to a **severe backorder crisis and loss of control**.

PROBLEM

- Customer Service levels below 65%
- Quality holds exceeded 50%
- Back orders were growing, customers were leaving, and the growing crisis was paralyzing operations
- Excessive supply chain cycle time (7 months) and production cycle time (4 months)
- Raw material shortages frequently impacted schedules resulting in orders being missed

SOLUTION

Prioritizing customers and products based on business priority and value was the first step to stop the bleeding. Future-proofing operations involved reconfiguring supply chain and plant operations to be more flexible and scalable. **Lean supply chain and operations management practices** were implemented to streamline processes and reduce waste. **The entire team was restructured** to eliminate silos and integrate work, and **end-to-end processes and systems were restructured** for continuous flow planning and operation. **Digital social networking facilitated collaboration** across operational groups, and **"corridors" with similar products were created**.

BENEFIT

- Customer Service >95% in 6 months
- Production cycle time reduced from 120 days to 25-30 days
- Social networking applied to create a more cohesive operation
- 2 years later the established practices are still being followed



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