



### RESULTS AT A GLANCE

22%

OEE improvement

30%

Improvement in labor  
productivity

42%

Reduction in equipment  
downtime

€4.7m

EBITDA Savings

3 → 1

Laboratory consolidation

### Dosage Forms

Solids (tablets, capsules,  
powders, controlled-release)

Liquids (suspensions, syrups,  
solutions)

Semi-solids (creams, gels,  
ointments, suppositories)

## Building a Cross-Site Continuous Improvement Culture at a Pharmaceutical Contract Developer and Manufacturer to Drive Sales and Margin Growth



### Situation

Facing decreasing margins, demand outpacing capacity, and inconsistent performance across locations, Argo was selected as a strategic partner to standardize and improve performance and efficiency in the production, laboratory, and office areas to increase sales and margins without additional CapEx or operational costs.

Additionally, with 6 production sites across 2 countries after multiple mergers, unifying the different production, laboratory, and management cultures and implementing continuous improvement across the organization was critical to success.

### Argo's Actions

Over the course of a year, Argo worked shoulder-to-shoulder with the client to improve performance and reduce downtime and variability along key product value chains, both in direct and indirect areas ("lean lab"), leading to increased margins and revenue potential.

Improvement focus areas:

- Shop Floor: OEE, change overs, TPM, best demonstrated speed, work balancing
- Office: Documentation reduction and simplification (ANSM, FDA, ANVISA)

Participation at all levels was a key factor in project success and future sustainability. Both Managers and site Champions were trained how to conduct focused daily operations meetings, use problem-solving tools, and audit systems.

To sustain and continue improvements, Argo worked with corporate and local management, to build a cross-site Operations Excellence Council to develop cross-site cooperation, best-practice sharing, and maintain focus and momentum for the long term.



Argo is an operations improvement consulting firm that breaks through the traditional barriers of the consultant-client relationship. We are hands-on consultants who deliver real results and no excuses.