



# **Learnings from other industries for futuristic operations**

**23-Jun-2023**

## 6 learnings I have found most relevant

**1** *Culture & Execution eats Strategy for breakfast, lunch & dinner*

**2** *Make sure you are Agile enough to stay relevant in eyes of customer*

**3** *Build Quality into design & process to reduce reliance on end of line testing*

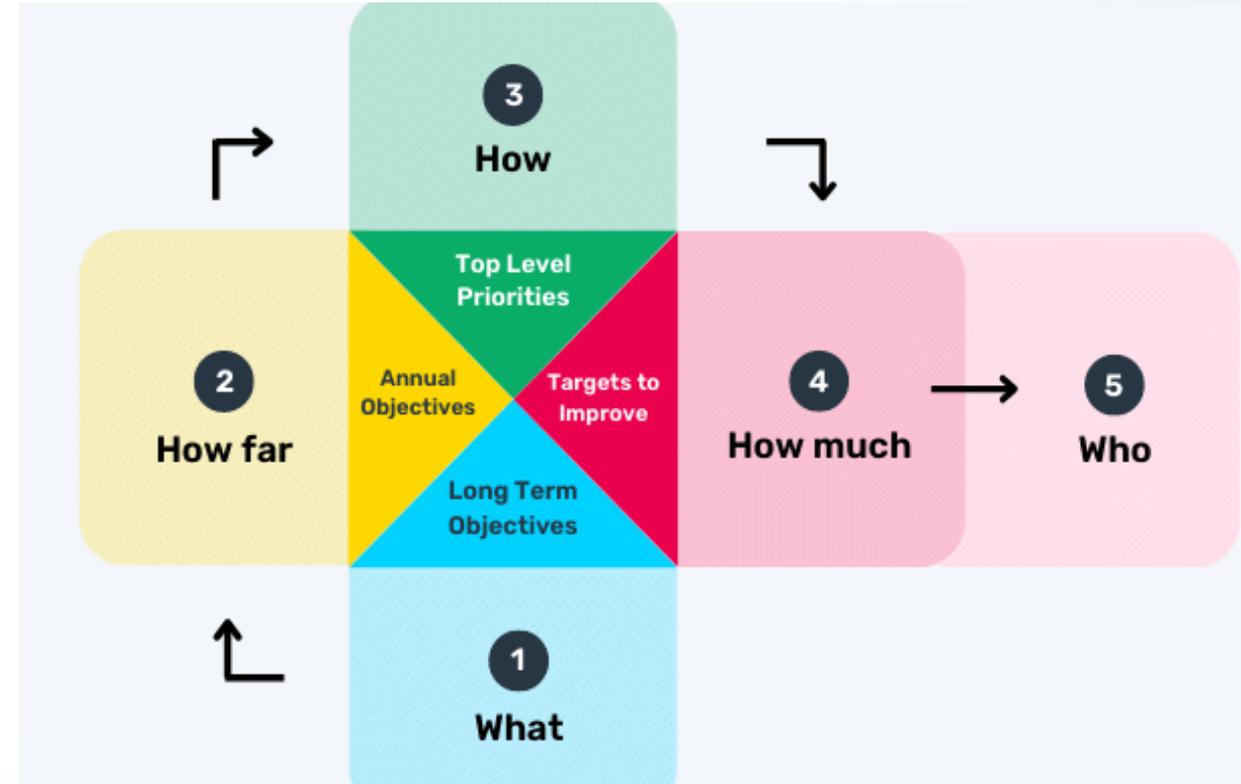
**4** *Assets produce medicines, humans manage assets*

**5** *Autonomous frontline is at the core of robust performance*

**6** *The most productive operation is where there's no human intervention*

# 1. Strategy Deployment Process (SDP)

- Multiple tools exist – Any tool is good if deployed to **it's full potential**
- 'X matrix' used by Danaher for execution of strategy plan, involves **breaking down of strategic priorities into series of one-year goals (Targets To Improve)**
- Improvement priorities **cascaded to "Point of Impact"** with clear emphasis on break through initiatives
- Ensures **none of the interdependencies get left out**
- Acts as **catalyst for cross functional collaboration**
- Robust **governance critical to success of strategy deployment**



## 2. Agile Delivery System ensures customer loyalty

- Innovation in manufacturing flow as a **structural advantage**
- Hyper competitive markets like FMCG **do not distinguish between large & small customers**
- Enterprise-wide **Value Stream Mapping & end-to-end lean implementation** to cut down demand to delivery cycle time
- Build **flexibility in manufacturing systems** to service orders faster / reduce lead times

The New York Times

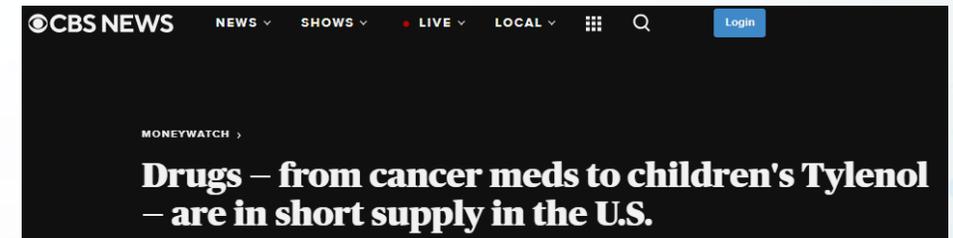
### *Drug Shortages Near an All-Time High, Leading to Rationing*

A worrisome scarcity of cancer drugs has heightened concerns about the troubled generic drug industry. Congress and the White House are seeking ways to address widespread supply problems.

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### New drug shortages in the US increased nearly 30% in 2022, Senate report finds

 By Jen Christensen, CNN  
Published 7:12 PM EDT, Wed March 22, 2023



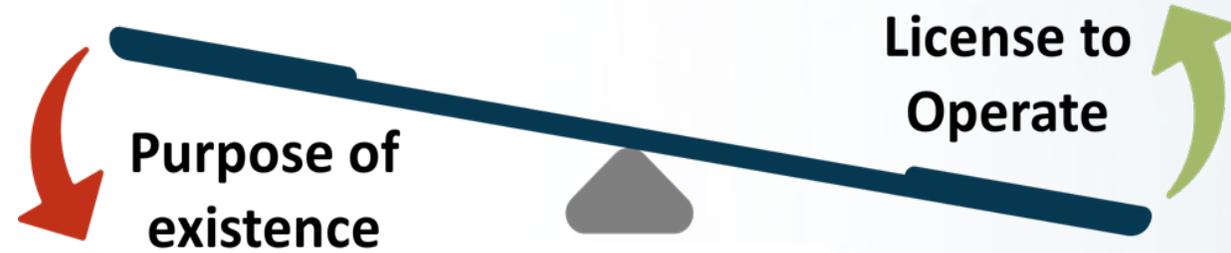
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**Drugs – from cancer meds to children's Tylenol – are in short supply in the U.S.**

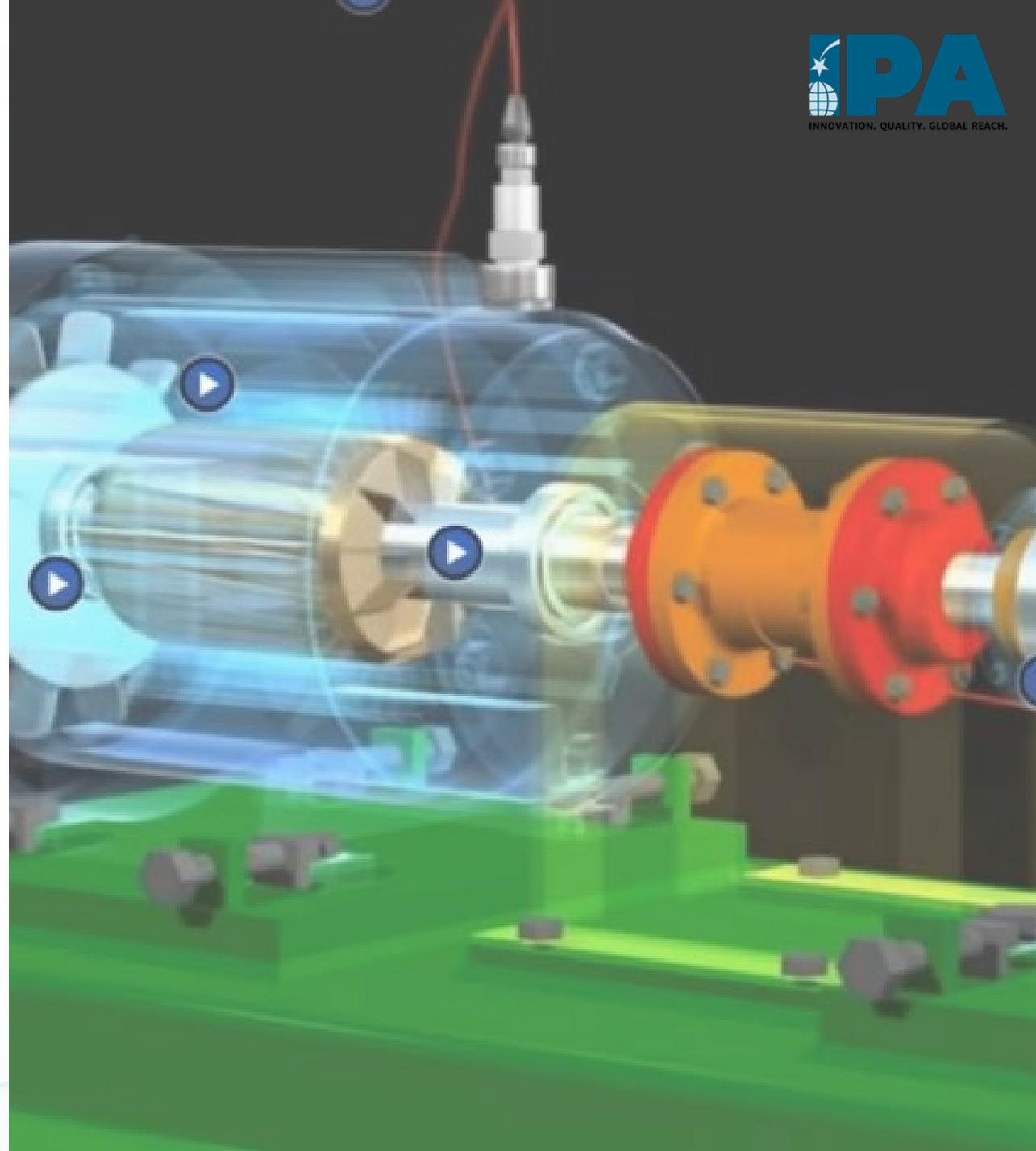
### 3. Build Quality into design & process to reduce reliance on end of line testing

- Building **Six Sigma Quality at design** is far less intensive effort compared to quality improvement at commercial state
- End of line testing is **statistically bound to fail**. Semiconductor industry does end of line testing only for verification
- Move towards **predictable outcomes** (golden tunnel / golden batch) using data & analytics
- **In/On-line testing to influence process** rather than to rely on testing to decide batch fate
- Focus more on hiring **TPM / TQM talent** rather than investigators as a reaction to handle failures



## 4. Assets produce medicines, humans manage assets

- Robust assets deliver **zero – breakdowns, interventions & minor stoppages**
- Develop balance between **upskill & deskill for frontline** handling the machine
  - Upskill machine maintenance (not operation)
  - Deskill repetitive operations like changeovers
- **Zero touch during machine run time**
  - Humans touch the machine only before-start and after-end of manufacturing



# 5. Autonomous frontline is at the core of robust performance

- Autonomous / Self managed team – **fully capable of operating to prescribed standards**
- **Leaders drive transformation**
- Develop a **‘Manager Model Area’** – replicate across the plant & across the network
- Hire **inclusive talent** – A lot of problems have already been solved somewhere in the world



## 6. The most productive operation is where there's no human intervention – Lights out

- **Create zero failure environment** – Processes, Assets & People
- Human bandwidth freed up for **problem solving and driving transformation**
- **Unconstrained capacity unlocked**, unhindered value stream flow
- Enhanced **quality, delivery & compliance** with no intervention



**Thank you!**

The background features a light blue gradient with decorative elements. At the bottom, there are several thin, wavy lines that create a sense of movement. On the right side, there is a network of small blue dots connected by thin lines, resembling a molecular or data structure. The overall aesthetic is clean and modern.