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THE ESSENCE OF EXCELLENCE

Creating a culture of continuous improvement

Foreword by Jeffrey K. Liker



Case study: Strategy deployment at Mylan Damastown

A further example of strategy deployment is provided by Mylan Damastown’s pharmaceutical site in Dublin, Ireland. Here the management team create an annual set of top-level company objectives which fit within their long-term vision and business strategy. These are then split down into a Strategy House using the four dimensions of the Shingo Model: Results, Enterprise alignment, Continuous improvement and Cultural enablers. There is a clear linkage made between the colour-coded business strategy and each of the lower-level targets. Some of these targets are monthly and some, like a quarterly customer survey, are measured less frequently. The management team review progress on these targets using red and green sticky circles.

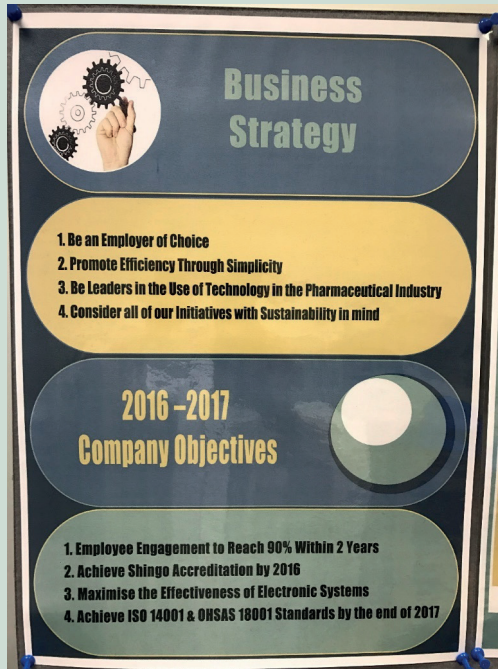


Figure 3.34: Business strategy at Mylan



Figure 3.35: Top-level strategy and objectives at Mylan

The top-level Strategy House is then cascaded to each of the departments such as EHS and Operations and is displayed in the main corridor of the business. Again, each of the targets is monitored by the functional team monthly, with red and green sticky circles recording the current performance.

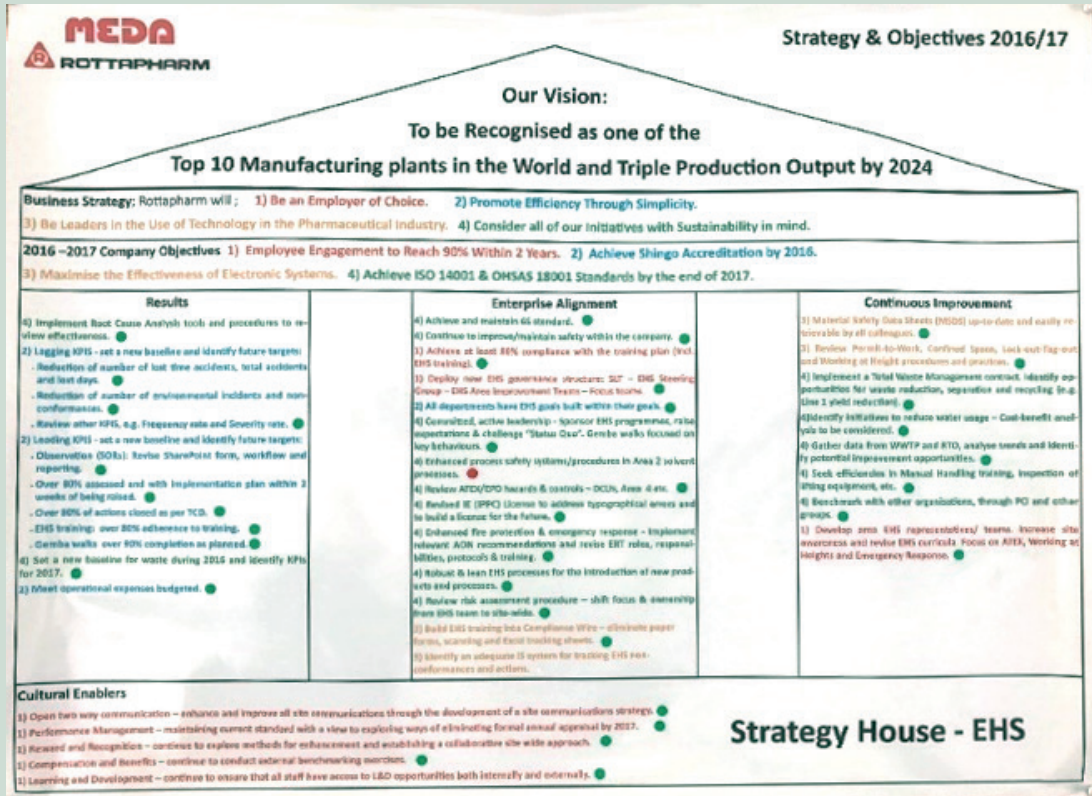


Figure 3.36: Department-level strategy and objectives at Mylan

Within each of the departments, such as EHS shown in Figure 3.36, there is then a series of high level planned improvement activities with detailed lead and lag KPIs.