



Step by Step to More Efficiency

- from company objectives to process improvement

Conference

#sharing challenges
and solutions in practice

Part of PharmaCongress – Düsseldorf/Neuss, 31 May–1 June 2022

Step by Step to More Efficiency

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Boehringer Ingelheim microParts GmbH

DEVICE CENTER OPERATIONS –
Competence Centre for Medical Devices



Largest sites in Germany Employees¹⁾ on average in 2021

Dortmund: 642 employees

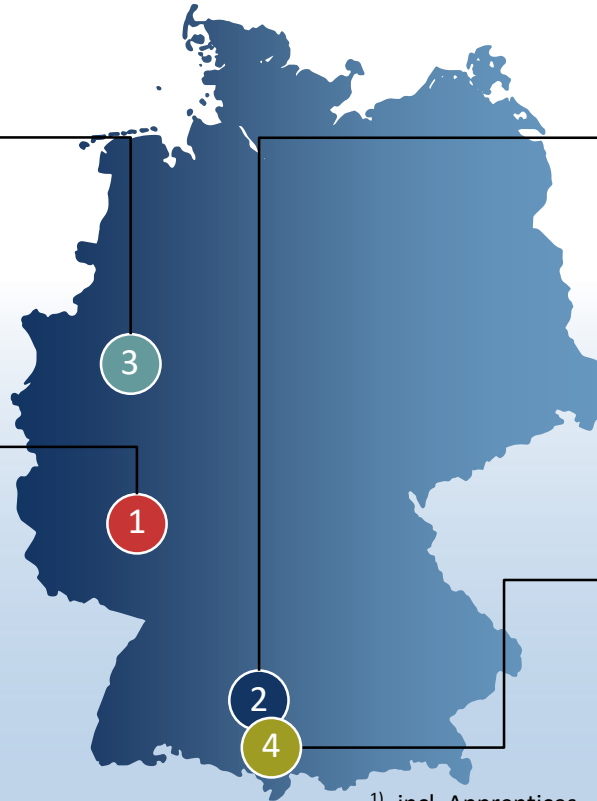


Manufacturing and further development of RespiMat®

Ingelheim: 9,302 employees



Launch and Production Site Germany
Prescription Medicines
Animal Health
Production
Chemicals
Development
Medicines
Administration



¹⁾ incl. Apprentices

Biberach: 6,874 employees



Research and Development
Medicines
Biopharmaceuticals
Administration

Ochsenhausen: ~100 employees



Biotech site for immune oncology
Competence Center 'Viral
Therapeutics Center (VTC)'

Boehringer Ingelheim microParts in brief



- Focus on Manufacturing of RespiMat® and further development of the RespiMat® portfolio – Device Center Operations
- Certified according to ISO 13485 (Medical devices), 21 CFR 820 (FDA for Medical devices), ISO 14001 (Environment), ISO 50001 (Energy), and ISO 45001 (Occupational Safety)
- Foundation: 1990 (STEAG AG et al.)
- Since 2004 parent company Boehringer Ingelheim Pharma GmbH & Co. KG
- Employees: 642 (incl. Apprentices)
- Net sales of EUR 232 million
- Production capacity: 45 million devices per year

Status: 31.12.2021

Three sites – one focus



Dortmund



Ingelheim



Device



Sant Cugat del Vallès



Cartridge & Packaging

How do we reach our Targets? The Realization of our Company Vision

RESPECT

TRUST

Vision

Where do we want to go?

#1 RESPIMAT® ...
... and beyond!



We are driven by the desire to improve human and animal health with breakthrough products.

Mission

What is our task?

We provide innovative Respimat products in the agreed quantity and reliable quality always in time and to competitive costs.

We are the **competence center** for the realization of **medical and technical solutions** to meet customer needs, authority requirements and corporate strategy.

Strategy

How do we want to reach this?

secure and needs-based market supply, first-class introductions on the market

result-oriented co-operation, self-responsibility and strengthening of leadership skills in the spirit of AAI

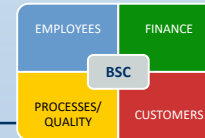
reliable quality and compliance through robust, effective and efficient processes

competition-oriented organization of the product portfolio, customer-driven product optimization

optimization of the supply chain along the value stream to improve profitability and sustainability

Implementation of Strategy

What do we have to do?



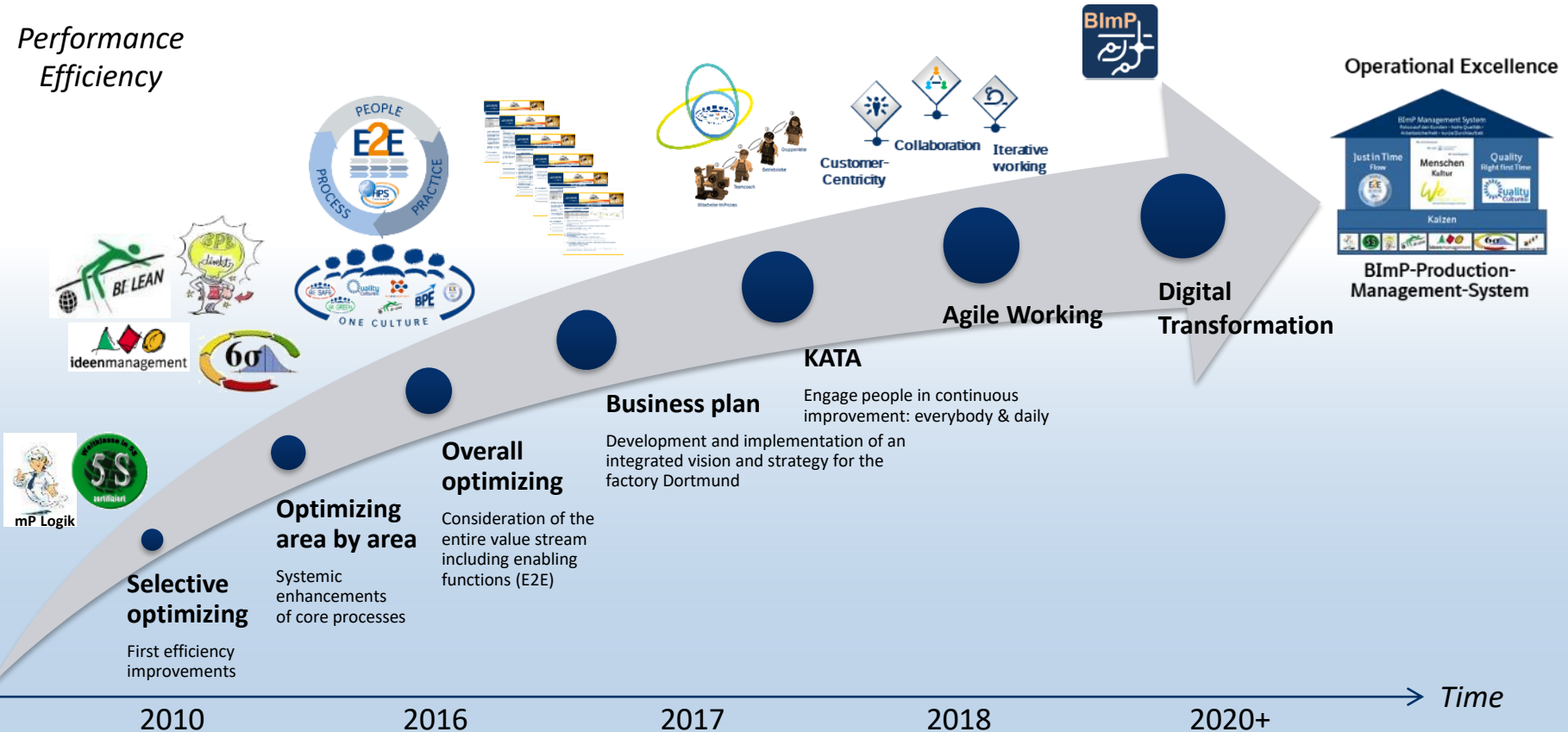
PASSION



EMPATHY

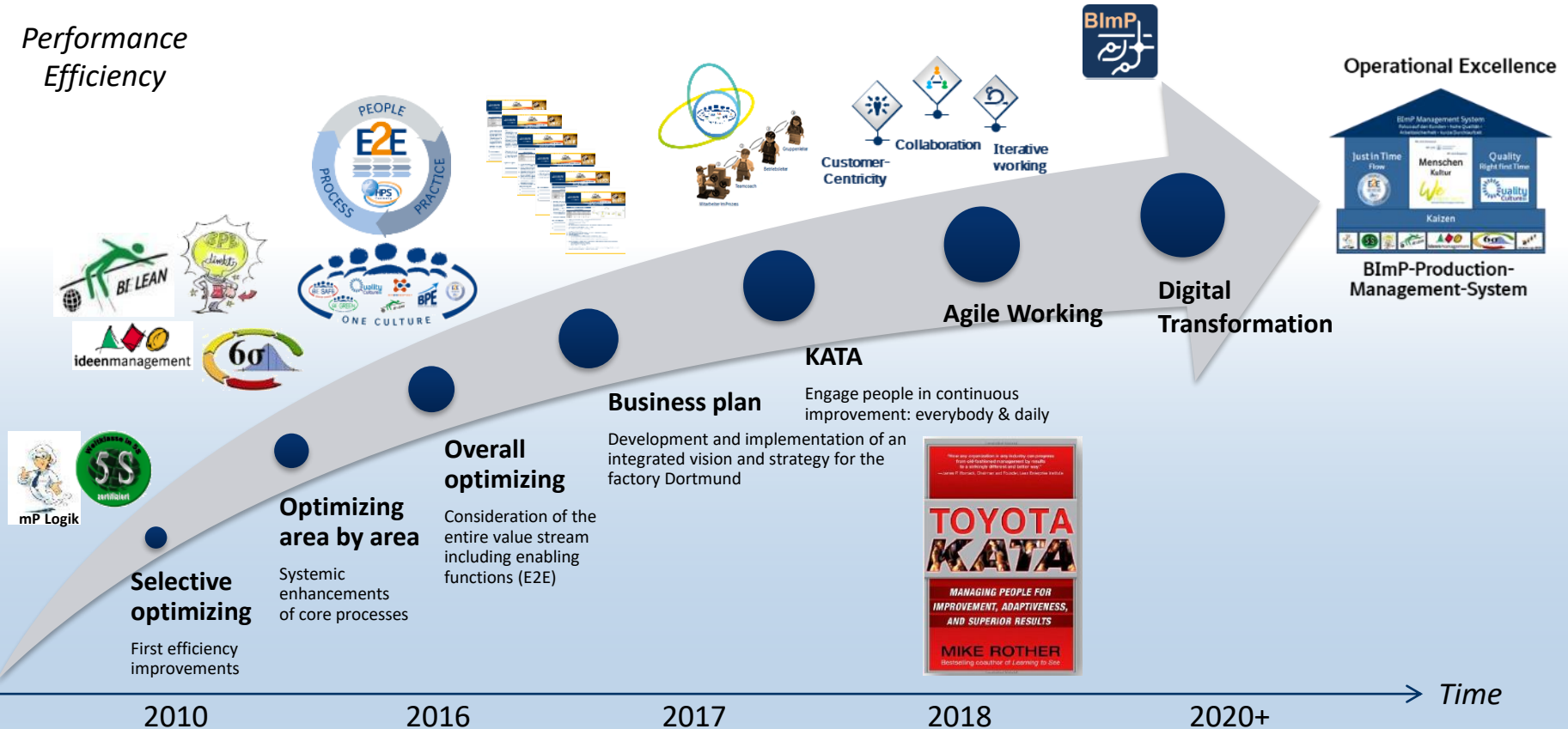
On our Way to a highly efficient Production Site

Performance
Efficiency



On our Way to a highly efficient Production Site

Performance
Efficiency



Step by Step to More Efficiency

- from company objectives to process improvement

Step by step to more efficiency

- 1) From company objectives to process improvement
- 2) Description of the situation on the shop floor
- 3) On the way to the target conditions
- 4) Our successes

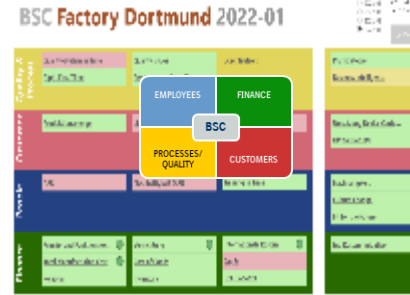
1) From company objectives to process improvement



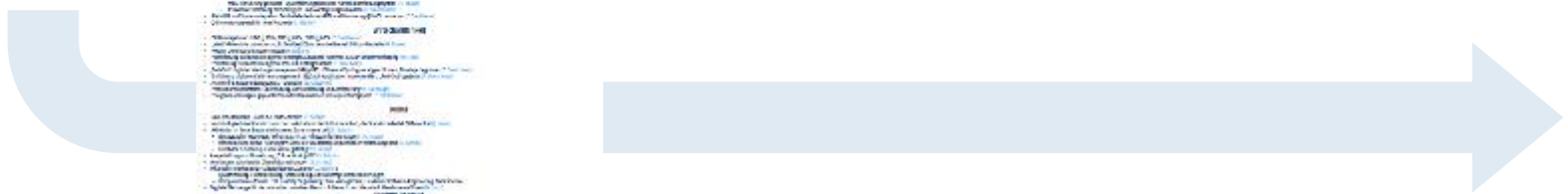
Business-Plan



Balance-Score-Card



Company-KPI



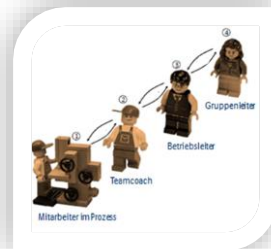
2) Description of the situation on the shop floor

- In the regulated environment it is necessary to proceed step by step and systematically, to know exactly the situation on site and not to lose focus of the company's objectives.

Performance Dialogue

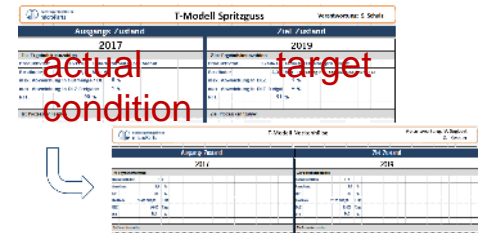


Leadership on Shopfloor



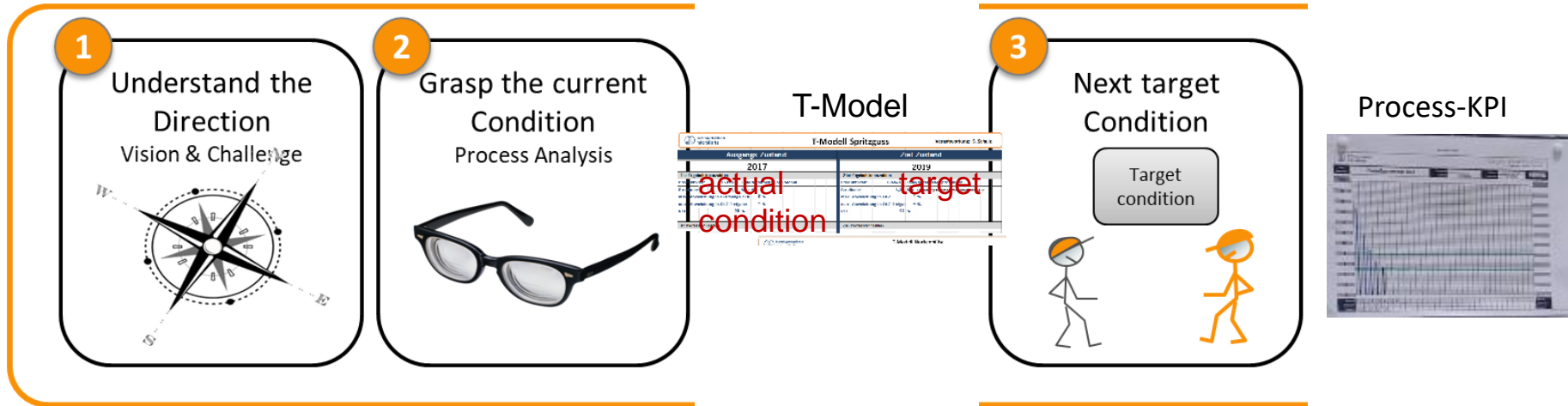
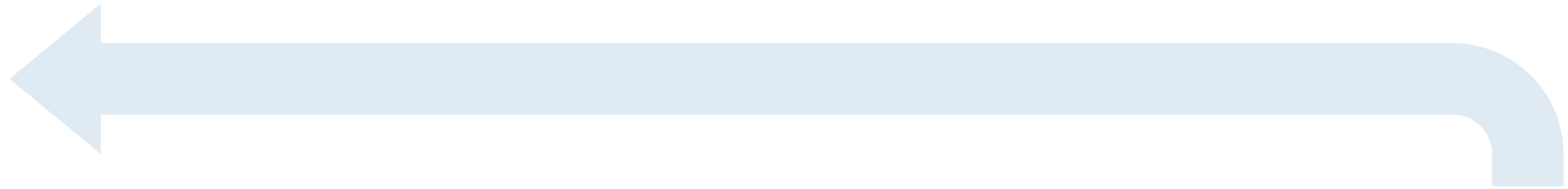
Improvement Process

T-Model



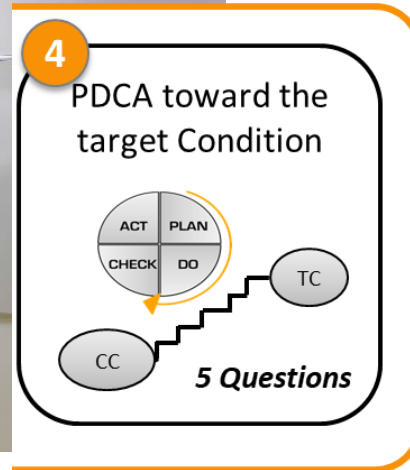
achievement of objectives
for the Improvement - Kata

3) On the way to the target conditions



The model of the improvement and coaching kata

3) On the way to the target conditions



TOYOTA KATA

The Five Questions

- 1 What is the **Target Condition**?
- 2 What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3 What **Obstacles** do you think are preventing you from reaching the target condition?
Which "one" are you addressing now?
- 4 What is your **Next Step**? (Next experiment)
What do you expect?
- 5 How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments

*) Mike Rother

Reflect on the Last Step Taken

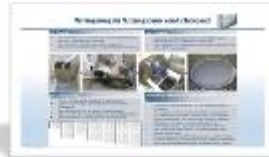
Because you don't actually know what the result of a step will be!

- 1 What did you plan as your **Last Step**?
- 2 What did you **Expect**?
- 3 What **Actually Happened**?
- 4 What did you **Learn**?

4) Our successes

- Our successes

In addition to the process improvement aspect, the employees' scientific thinking skills are developed in a purposeful way. Many small successes in process design and staff development make it clear that this is the right way to go.



Daily-Kata-Board

- Save packing material
- Reduce maintenance time
- OP increase
- Extend service life



We develop people who rethink processes.
Always with the needs of the customers in mind!

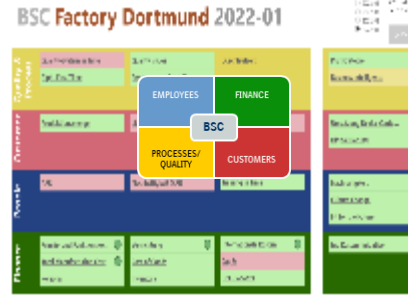
1) From company objectives to process improvement



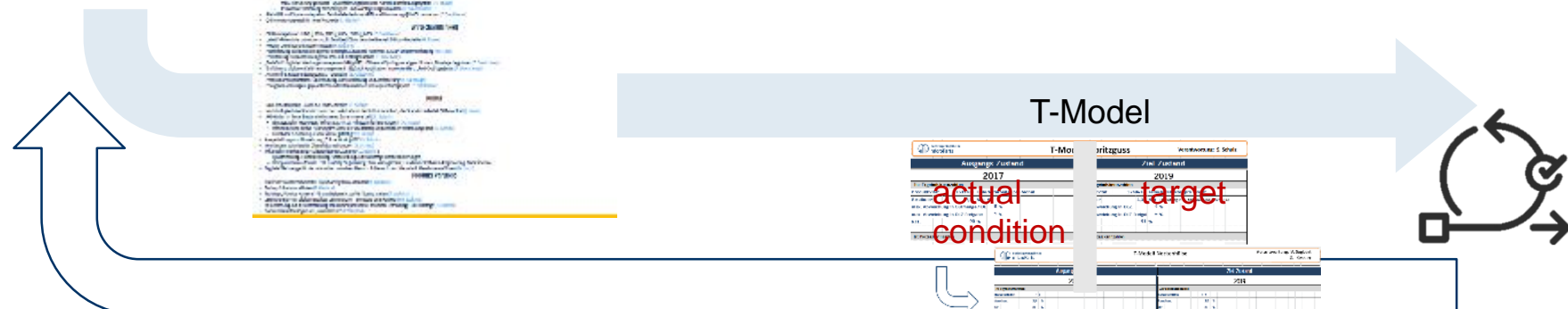
Business Plan



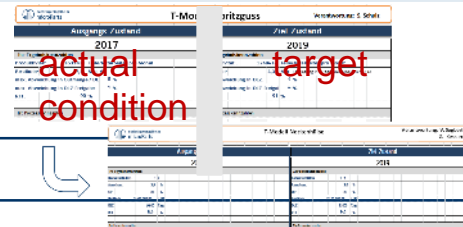
Balance Score Card



Company KPI



T-Model



Thank you for attention

Questions ?





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