



Fresenius Medical Care

Implementing a program built on integrity

Case Study
Life Sciences

Looking to Six Sigma to align your people, drive internal efficiencies and increase your competitiveness

Company Name: Fresenius Medical Care

Location: North America

Sector: Life Sciences

Business Challenges: To create a true results-focused, quality driven process excellence culture

Consulting Services: Process Excellence

Sub-Capabilities: Lean Six Sigma, Business Performance Management, Organizational Effectiveness

Client Quotes: "What you guys are doing is fantastic. You are helping us change our culture to achieve even greater results."

Senior Vice President of North American Operations

"I have learned more from this experience than I have in my last 20 years and it's attributable to my coach who is the best I've ever had!"

IMPAQ Leader

Situation

Organizations are discovering that enjoying the benefits of a Lean Six Sigma Program demands more than just training. The approach must be deeply embedded in their culture, which means employing an integrated program built on integrity.

This concept was taken seriously by Fresenius Medical Care (FMC), the world's largest fully integrated manufacturer and provider of dialysis services, with annual revenues above \$8B. Kent Wanzek, President of North American Operations, had set an aggressive three-year stretch goal for savings. However, because Fresenius culture begins and ends with quality, the objective was only worth pursuing if quality was improved simultaneously.

Approach & Delivery

The engagement began by creating informed choice: giving the client real visibility into not only where Six Sigma could help, but where it was most urgently needed and who was best suited to be involved. Celerant guided this process by working in two crucial dimensions to assess Six Sigma project suitability: project prioritization and human resource allocation.

The first area identified a series of projects that best fit among a number of factors including quantifiable benefits, relevance to strategic goals, and financial impact. The second area was selection and assignment of human resources to the chosen projects – choosing the right people for the job.

Celerant instituted a component that continuously assessed and reviewed employee capabilities; this allowed Fresenius to track development and effectively tailor the training and coaching of each individual.

Finally, a mechanism was needed to prove to Fresenius that the approach was delivering on its potential. Celerant established a baseline to measure the specific results they committed to at key points throughout the engagement. This ensured that both financial and behavioral results were accurately captured as 'hard' (P&L Impact) versus 'soft' (enablers but not directly tied to P&L).

Results

Within a short time, Fresenius was generating a great deal of information. The visibility of this information, its effective interpretation and its translation into more effective management decisions are hallmarks of Celerant's approach.

Client Satisfaction

Measurable and repeatable results are indeed a key feature of Celerant's involvement. The combination of newly trained Black Belts and the ongoing Lean projects driven by the program have brought a return on Fresenius' investment that was greater than 5:1 after one year and 10:1 after three years.