

# Mallinckrodt Chemical

Raleigh, North Carolina

---

## Client

Mallinckrodt Chemical manufactures a variety of specialty chemicals for sales to clients in the pharmaceutical, cosmetic, textile, and farm industries. The largest business is sales of acetaminophen (APAP) to drug manufacturers. Mallinckrodt's customers use the APAP to make drugs such as Tylenol, Darvocet, Pamprin, Goody's, and Midol.

## Problem Statement

Mallinckrodt Chemical was experiencing market pressure as China, India, and Pakistan entered the global APAP market. New levels of competitiveness for market share made it critical for Mallinckrodt Chemical to decrease product cost through improvements in manufacturing, maintenance, customer service, and warehousing. To facilitate these improvements, the Mallinckrodt site culture needed to change to one of continuous improvement.

## Scope-Of-Work

Tompkins Associates' scope-of-work was to develop and implement a structured formalized teaming process. The deliverables from this project were:

- Created a Plant Leadership and Communication Team
- Facilitated a five-year Strategic Business Plan including product development and cost, total quality, training, key customers, sales, labor, and by-products.
- Facilitated the Plant Model of Success including vision statement, mission statement, core strategies or requirements of success, and guiding principles
- Assessed current operations to define operational and cultural opportunities for improvement and developed a prioritized, time-phased action plan for team implementation.
- Defined team-based training modules and implemented as a just-in-time process
- Created and implemented six Visual Management Systems
- Created and facilitated cross-functional and functional work teams addressing warehousing, manufacturing, maintenance, quality, environmental, and cultural issues

*continued on back*

## **Results**

Mallinckrodt Chemical achieved impressive milestones early in the process and continues to improve on a day-to-day basis. The teams significantly reduced manufacturing rejects early on and improved manufacturing process outputs while decreasing manning requirements. Warehouse teaming improved material handling methods and implemented new storage systems, increasing net capacity. Cross-functional Maintenance Teams already developed needed training and troubleshooting programs. A customer service team developed a measurement system and benchmarked their performance against competition. Mallinckrodt Chemical is using positive momentum from early successes to propel the organization through increasingly difficult challenges with great success.