



Vistakon® to Streamline Processes and Maintain Lead in Market

GPS Overhauls Global Medical Supplier's Process and Productivity Practices

Abstract

To maintain its strong competitive position, Vistakon®, a division of Johnson & Johnson companies, needed to increase efficiencies by improving operating processes, while implementing strategic one-on-one coaching with senior team members in the research and development division and the professional development and medical affairs division. Vistakon® utilized GPS Productivity Management training to equip its staff with the project management tools to ingrain quality standards throughout the organization and all to achieve bottom-line profits on time and on budget delivery. As a result, Vistakon® has realized a 30% productivity improvement each year over the past three years.

Client

The ACUVUE® brand has expanded into 96 countries manufacturing over 6 billion contact lenses annually. Vistakon® significantly contributes to the two and a half billion dollars in Johnson & Johnson's annual sales. VISTAKON® continues to discover new contact lens technologies and create leading-edge products to fulfill the needs of doctors and patients.

Challenge

Vistakon® continuously develops and launches new and innovative products to maintain its leading position in a highly competitive marketplace. To sustain and

"GPS Productivity Management is a cornerstone of our initiatives and to establish process foundations for Lean Six Sigma initiatives."

Giovanna Olivares, Manager, Clinical and Vision Sciences Research at Johnson & Johnson

support rapid delivery to market, Vistakon® and GPS identify the need to improve workflow processes to help deliver increasingly complex initiatives that require a range of manual and electronic resources. GPS evaluated departmental processes and identify that they were inconsistent and ad hoc. This was resulting in duplicate work, over expenditure, inefficient allocation of resources, and a lack of project control.

Understanding that effective project management has a direct and critical impact on the strategic business objectives of an organization, Vistakon® partnered with GPS to develop customized needs assessments to introduce Productivity Management (PM) and streamlined workflow processes. To assist with this initiative, GPS, implemented project management methodology and productivity management to train scientists, research strategists, senior teams and their employees for ongoing discipline in this area. The goal was to bring uniformity in standards of operation.

Solution

The PM provides a framework of achieving continuous improvement and related organizational processes. To assist Vistakon® with this goal, GPS develop a program of training seminars, mentoring, and consultation for implementation of disciplined productivity management practices.

GPS delivered a phased approach to developing a project management culture and establishing work practices. As part of the solution, GPS provided easy to use project management tools that avoid administrative overhead, disruption to the corporate culture, or radical change.

"GPS' ongoing executive coaching insights are invaluable. The dialogue we share enables me to be a more strategic and productive leader while employing techniques for transforming our mission in to accomplishments. I highly recommend the services of GPS."

Dr. Colleen Riley, Vice President of Professional Development and Medical Affairs, Vistakon®

This approach included:

- Seminars and workshops to train Vistakon®'s staff in GPS's Six Principles of Productivity Management
- Installation of the statement of work (SOW) process as a framework for all new projects
- Project Manager Mentoring, including assistance with the development and monitoring of individual professional development plans for senior staff members and their teams

Benefit

By applying GPS' Productivity Management approach, the business units have already seen a significant improvement in quality production. As a result of productivity management training and processes, Vistakon® experienced 30% productivity improvements in all workflow processes, streamlining procedures, and defined goals and objectives. As a result of this process and quality initiative, Research and Development and Professional Development and Medical Affairs aligns with Johnson & Johnson's business strategy of excelling in customer service and innovation.

