

Kaizen Event: Do Your Business Processes Need to be Faster?

EMS Consulting Group is a management consulting firm designed to create value for manufacturers, service providers, and product developers. Our clients include organizations from the medical device, biotech, aerospace, defense, and consumer products industries. Providing lean manufacturing training and lean manufacturing consulting services; we help our clients achieve lower costs, improved productivity and quality, and decreased time-to-market.

Case Study

The Problem: A large medical device manufacturer in Orange County had issues paying its suppliers on time; this resulted in a poor credit rating, supplier delivery issues, and stockouts.

The Solution: EMS Consulting Group, Inc. facilitated a cross-functional kaizen team to attack the problem and analyze the value stream from Purchase Order to Payment. The team developed over 100 unique ideas to address the problem and constructed and implemented a new process. This included changes in layout, implementation of standardized work, and elimination of various non-value-added processing steps.



The Results: The results were a 68% reduction in lead-time for the Order to Payment Value Stream, a 56% reduction in invoice processing time, and an improved credit rating due to a higher percentage of on-time payment.

What do our clients say?

"(EMS Consulting Group Sr. Partner) Darren Dolcemascolo did a great job helping us develop and execute a plan to integrate Lean Manufacturing / Operational Excellence into our culture. He worked extremely well with Gen-Probe team, training people from multiple sites around the globe in Lean Tools and Techniques, and was instrumental in ensuring that we had the skills to move forward on our own. I would highly recommend him to an organization who needs a Lean educator and coach." - Jorgine Ellerbrock, Sr. Vice President, Operations, Gen-Probe Incorporated

"I've used EMS to implement Lean concepts at two different companies and they have always provided exceptional service. They supported my companies by conducting Lean evaluations, train-the-trainer, general employee training, implementation of 5s, and facilitating Kaizen events (both manufacturing and service). What makes them unique is that they are willing to tailor their Lean approach and material to any company or situation. It's not your typical "canned-Lean presentation" and, unlike several Lean consultants, they do not pressure for additional work. EMS will only provide the services that you need to be successful. They have never disappointed to provide results." - Kermit Stott, Sr. Vice President, Operations, Alphatec Spine