

# Contract Manufacturing Case Study

## Mitigating Risk through an Integrated Approach to Process Monitoring



### The Challenge

Variations in component quality and specifications can create costly issues for drug manufacturers, including filling line problems and end-of-line rejects. For patients, variability in products like auto-injectors or injection pens can create difficulty with self-administration that may result in incomplete injections or increased patient pain. Engaging with a reliable manufacturing partner who takes a quality-focused approach to manufacturing and process monitoring can help mitigate these risks.

### Considerations

In 2011, the E2: Every Part, Every Day was launched throughout all of the West Contract Manufacturing facilities. The Process Excellence department tested manufacturing process discrepancies, identifying sources of product variation and detecting product defects in real time. The contract manufacturing unit, which has been heavily engaged in Six Sigma training since 2001, was able to leverage its experience in statistics and data collection, which was a critical step in the process. These findings led to new training programs, quality-focused infrastructure improvements and project management initiatives across West's contract manufacturing facilities. Under the standardized process monitoring approach, it enhanced business processes by reducing manufacturing scrap, correcting up-time for post-injection molding assembly activities, and improving outgoing quality and on-time delivery to satisfy customers' needs.

### The Solution

This enterprise-wide initiative reviewed and improved control processes by integrating a state-of-the-art process monitoring system across 300 molding machines at all seven of West's contract manufacturing facilities throughout North America. The new initiative was so innovative, that West's Contract Manufacturing division was awarded a 2015 Manufacturing Leadership Award in the Engineering and Production Technology Leadership category from Frost & Sullivan's Manufacturing Leadership Council.

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*"As a key supplier of life-saving medical devices and critical components, we are constantly looking for ways to improve product quality. The Manufacturing Leadership Award is validation of the hard work and effort by the entire organization. The E2 initiative ensures our customers and their end users benefit from unmatched technical expertise and quality-driven manufacturing processes."*

**Mike Treadaway**  
Vice President &  
General Manager

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