



Baxter



BEST PRACTICE OF LEAN
LEARNINGS AND FUTURE PLANS
IN SUPPLY CHAIN

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Baxter Luleå – Focused on patient handling for 40+ years

We are here to deliver quality products on time to our customers

1979
Founded

Hillrom
Acquire Liko
2008

150
Employees
(115 in Luleå)

\$88M Revenue
53.7% GM

World wide
Customers

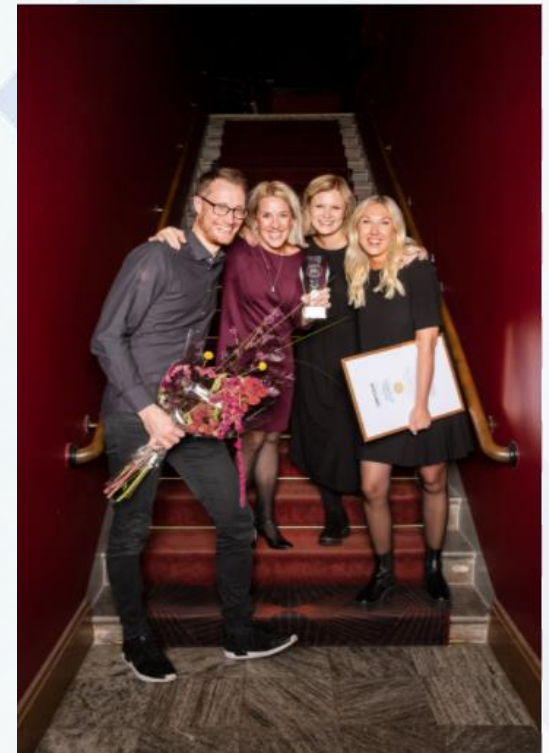
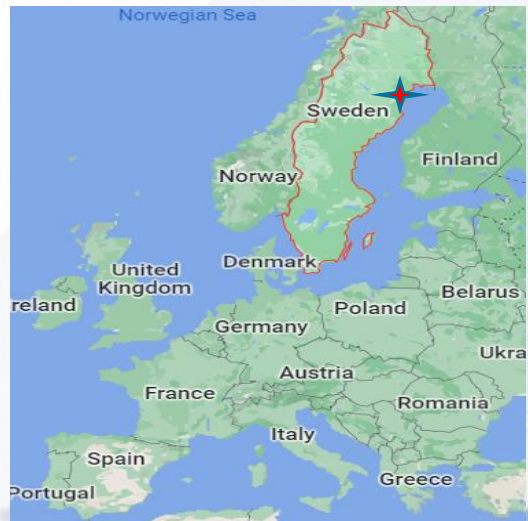
FDA
Class 1

Outstanding
Achievement
award 3 years
CEO Award
2019-2021

Swedish
Lean Prize
Winner 2021

+5 years
without
accidents

Baxter Quality
team of the year

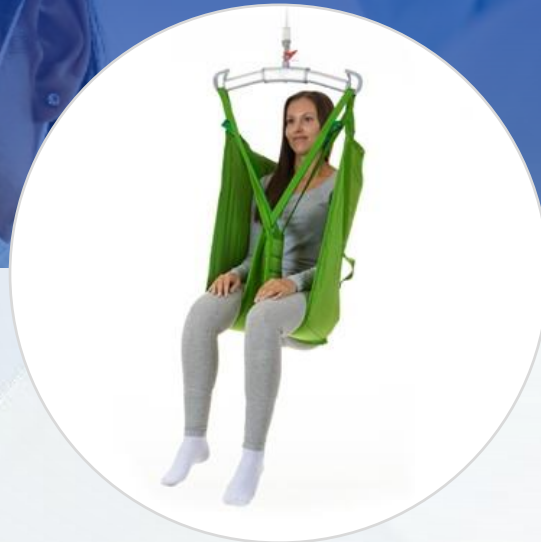


OUR PRODUCTS

Safe Patient Handling & Mobility



MOBILE PATIENT LIFTS



SLINGS FOR EVERY USE



OVERHEAD PATIENT LIFTS



ACCESSORIES

The Lean Forum jury's motivation The Swedish Lean prize

”

"With a strong winning mentality and respectful attitude, Hillrom in Luleå has turned a challenging starting point with the threat of closure into becoming a real role model in Lean, where the team spirit and self-leadership of all employees permeates everything they do.

Digital ways of working, team spirit and commitment shine brightly, areas for others to be truly inspired and learn from."

”



Lean Journey



2012-2015

- + Start of our Lean journey
- + New Site Manager



- ⊖ Silo thinking. Production and supply chain not in focus
- ⊖ Big problems to deliver what we promised to customers
- ⊖ Fire fighting

NEED FOR CHANGE



2016-2017 !

- + Daily management
- + **WE** got up to speed
- + Clear goals
- + Benchmarked through Lean Forum
- + Building new organization
- + Focus on production and supply chain



- ⊖ Ownership
- ⊖ Red numbers – Afraid of deviations.
- ⊖ R&D for new development moved to US
- ⊖ Risk of shutdown



Lean Journey



MOBILE LIFT PRODUCTION

2018-2019

- + CI department
- + 5S, walk the talk
- + Visual accountability board, escalating/ deescalating
- + Operator-driven improvement work and visual control
- + Ambassadors
- ⊖ Overprocessing



2020-2022



- + Cross Functional Teams
- + **WE** have a very strong culture of
 - + OK do make mistakes
 - + Best practice sharing
- + Daily Gemba walks
- + Digitalization (Covid-19)
 - + Simple Andon system in Production and shipping
 - + 5S



NEXT STEP – 2023-2027

BAXTER LULEÅ - ANDON





STANDARD WORK

Movie



VISION

WE RISE BY ELEVATING
OTHERS



MISSION

WE ARE HERE TO DELIVER
QUALITY PRODUCTS ON TIME TO
OUR CUSTOMERS

STRATEGIC FOCUS AREAS



A SAFE AND INCLUSIVE WORKPLACE FOR EVERYONE



THE CUSTOMERS FIRST CHOICE



WORLD CLASS SUPPLY CHAIN



WE DEVELOP AND PRODUCE THE NEXT GENERATION LIFTS



VISION

WE RISE BY ELEVATING
OTHERS



MISSION

WE ARE HERE TO DELIVER
QUALITY PRODUCTS ON TIME TO
OUR CUSTOMERS

STRATEGIC FOCUS AREAS



A SAFE AND INCLUSIVE WORKPLACE FOR EVERYONE

- We enable development – personal and career
- All employees must return home from work in the same or better condition
- We value differences and all employees speak



THE CUSTOMER'S FIRST CHOICE

- Innovation and creativity are driving our products towards the future
- We know the customer's needs best
- We have control over the environmental impact of our products



WORLD CLASS SUPPLY CHAIN

- The supplier base must be based on strategic decisions
- Production strategy, the right products with the right methods
- Deliveries on time in the right quantity in the right way



THE CUSTOMER'S FIRST CHOICE

- Innovation and creativity are driving our products towards the future
- We know the customer's needs best
- We have control over the environmental impact of our products

The background of the image is a complex geometric pattern of overlapping triangles and diamonds in various shades of blue, ranging from light sky blue to deep navy blue. The pattern is symmetrical along a diagonal axis. In the center, the word "Baxter" is written in a white, bold, italicized sans-serif font.

Baxter

Thank You