

The background of the slide is decorated with several red chemical structures, including cyclohexane rings and branched aliphatic chains, some in chair conformations.

Eli Lilly: Continuously Improving Our Continuous Improvement Process

Humberto DeLuca
February 26, 2015

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The Lilly logo is the word "Lilly" written in a red, cursive script font.

Lilly

MBB Webcast Series Sponsor: MoreSteam.com

- Founded in 2000
- Trained 435,000+ Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Notre Dame, Cal Poly and George Washington University

Select Customers:



Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Featured Speaker:
 - Humberto DeLuca, Eli Lilly and Company
- Open Discussion and Questions



About Our Speaker



Humberto DeLuca **Eli Lilly and Company** *Consultant MBB*

- Leads Eli Lilly's business transformation by training and coaching Belts and business leaders in DMAIC, DMEDI, and Lean methods
- Previously held management positions at Chrysler Corporation
- B.S. in Computer Engineering from the University of Evansville
- Certified Lean Six Sigma Master Black Belt

Eli Lilly and Co.

- A heritage more than 135 years strong: company founded on May 10, 1876
- Approximately 39,000 employees worldwide
- Research and development facilities located in eight countries
- Manufacturing plants located in 13 countries
- Products marketed in 125 countries

1960's



First commercially available insulin

1960's



Cephalosporin (antibiotics)

1980's



Prozac® (depression)

2000's



Cymbalta® (depression)

History

2002 CEO Sidney Taurel and his staff begin benchmarking Six Sigma deployments

2001-2004 Eight major new product launches

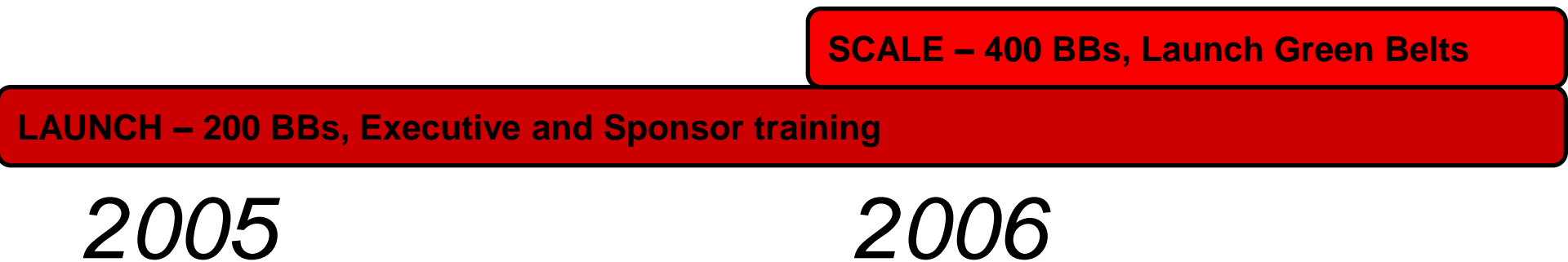
Mid 2004 Six Sigma core staff assembled

Oct. 2004 First 25 Black Belts in training

Drivers

Financial pressures
Rising compliance standards in all functions
Need for cultural change
Supporting the Brand

Lean Six Sigma at Lilly has evolved





EXPAND - Suppliers, Customers & Community

IMPROVE - Lilly MBBs, Design for Lean Six Sigma, \$1 Billion

2007

2008



REORG – Support Global Changes

DEVELOP – OCM, TRIZ, BB Leadership Dev.



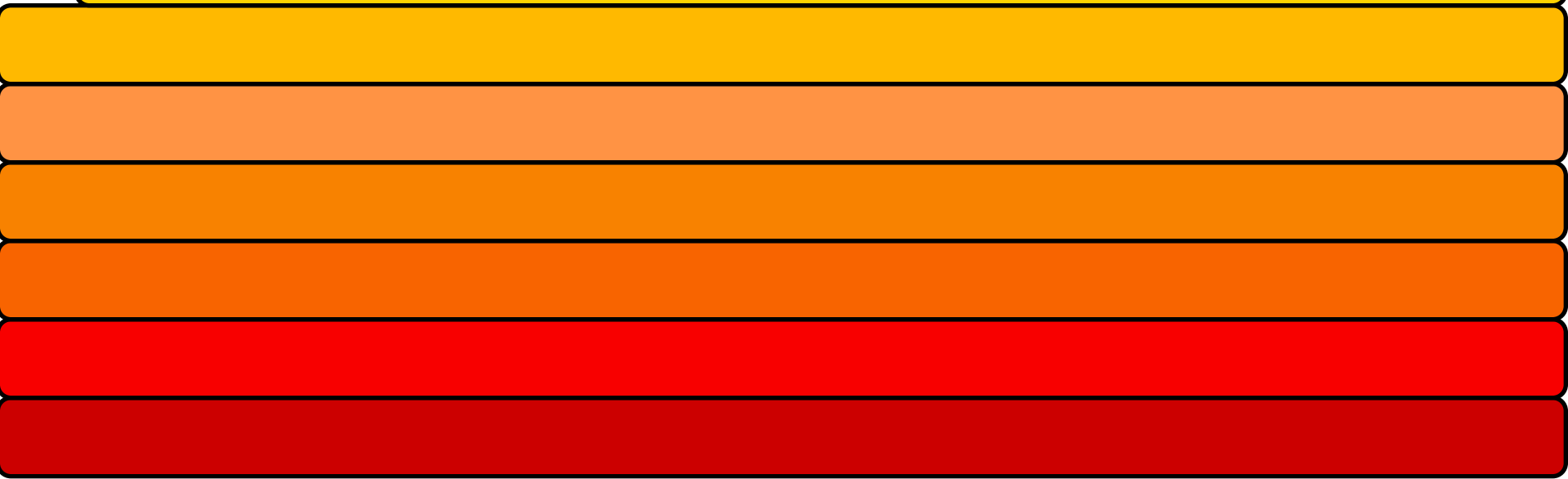
2009

2010



INNOVATE – RPLUS+ and RMAPP

FOCUS and ASSESS – Fewer resources on more important work, Firefly



2011

2012

..... and Changed

New VP & launch new LSS curriculum

Redesign LSS curriculum from traditional to “blended” learning approach

2013

2014

Why Change?

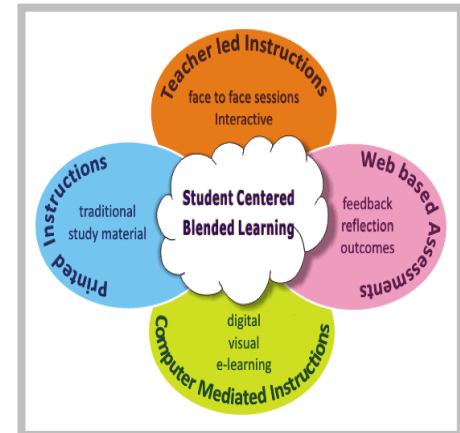
Environmental Factors

**BB
class sizes
decreasing**

**Training &
travel costs
rising**

**GB access
to training
restrictive**

**Blended
learning
needed**



Why Change?

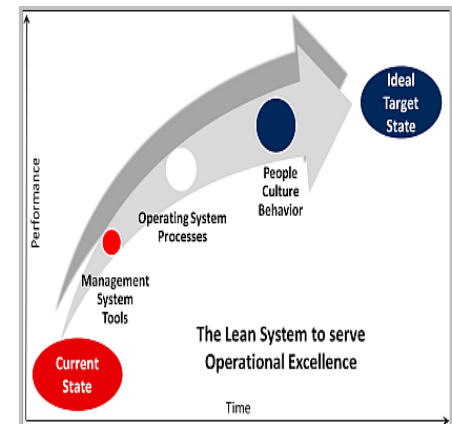
Internal Business Needs

**MBB's
in increasing
demand**

**RMAPP/
RPLUS+
embedding**

**OE
partnership
on the rise**

**Large-scale
Lean
engagements**



Mature Deployment – Curriculum Before

- Met business needs for 9 years
- 5 or 2 weeks, all classroom lecture
- Limited hands-on experiences
- Low flexibility

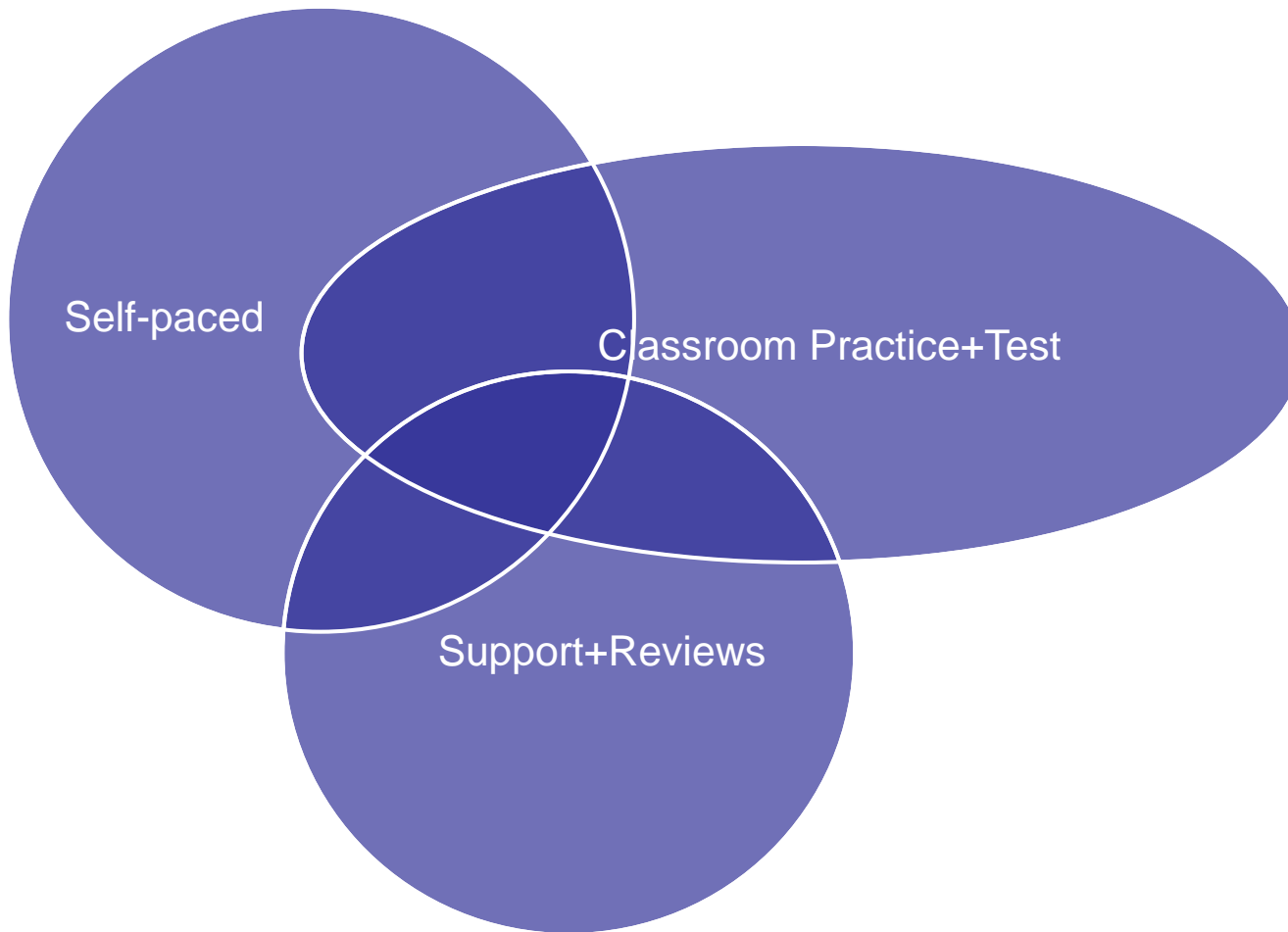


Start with the Customer...

- VOC: alumni
 - business leaders
 - internal deployment colleagues
- Customer needs:
 - Self paced, flexible
 - “We want more practice”
 - Quicker
- Business requirements (more)
 - Team Management
 - Project Management
 - Change Management
 - Efficiencies



Blended Model



- Proficiencies
- Fewer weeks
- More flexible
- No lectures
- Combined
- Fun!

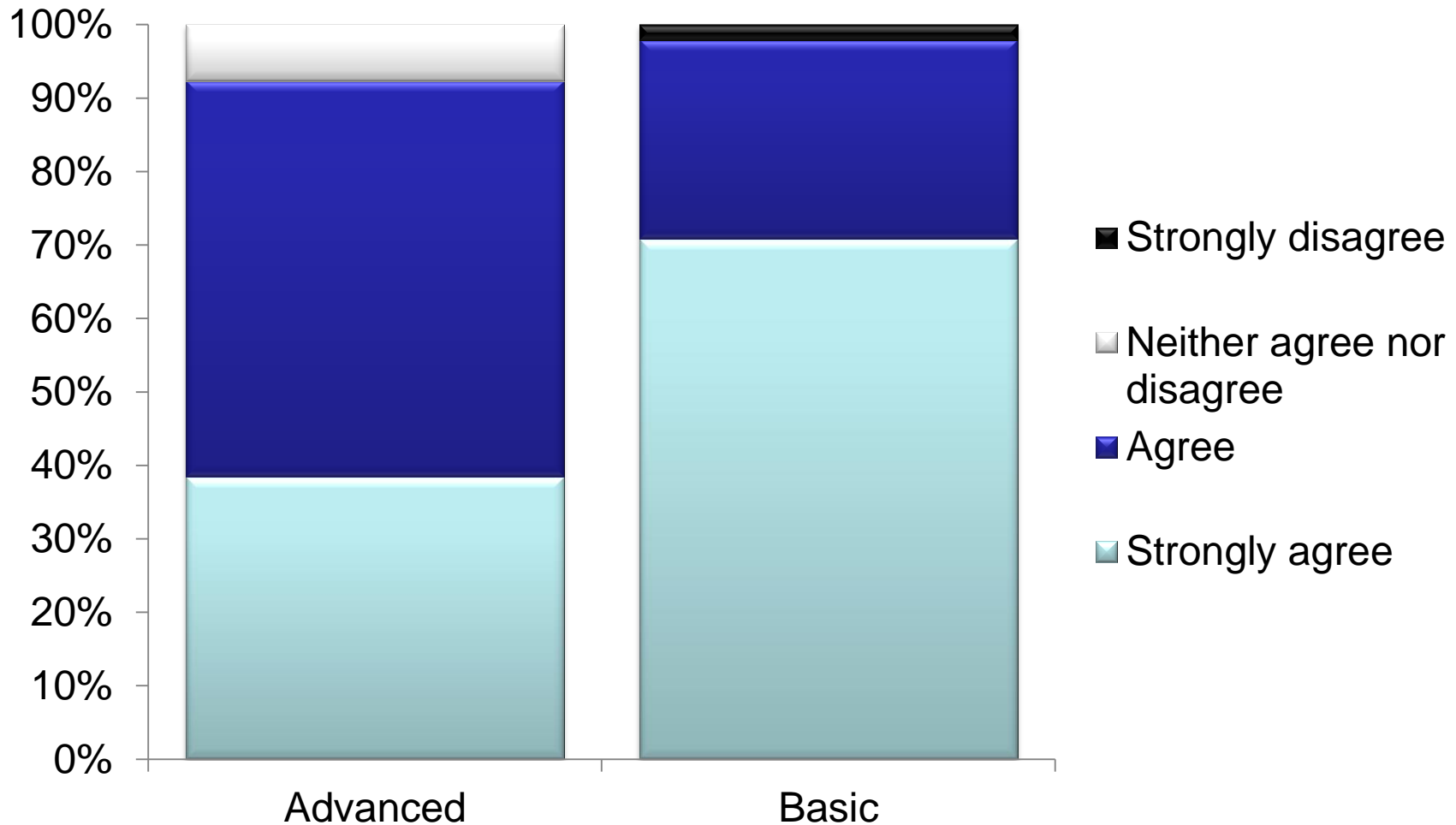
Inner Chemistry

- Profiles
- Objectives
- Adopt, Adapt, create materials
- Build
- Test, tweak, launch
- Continuous Improvement



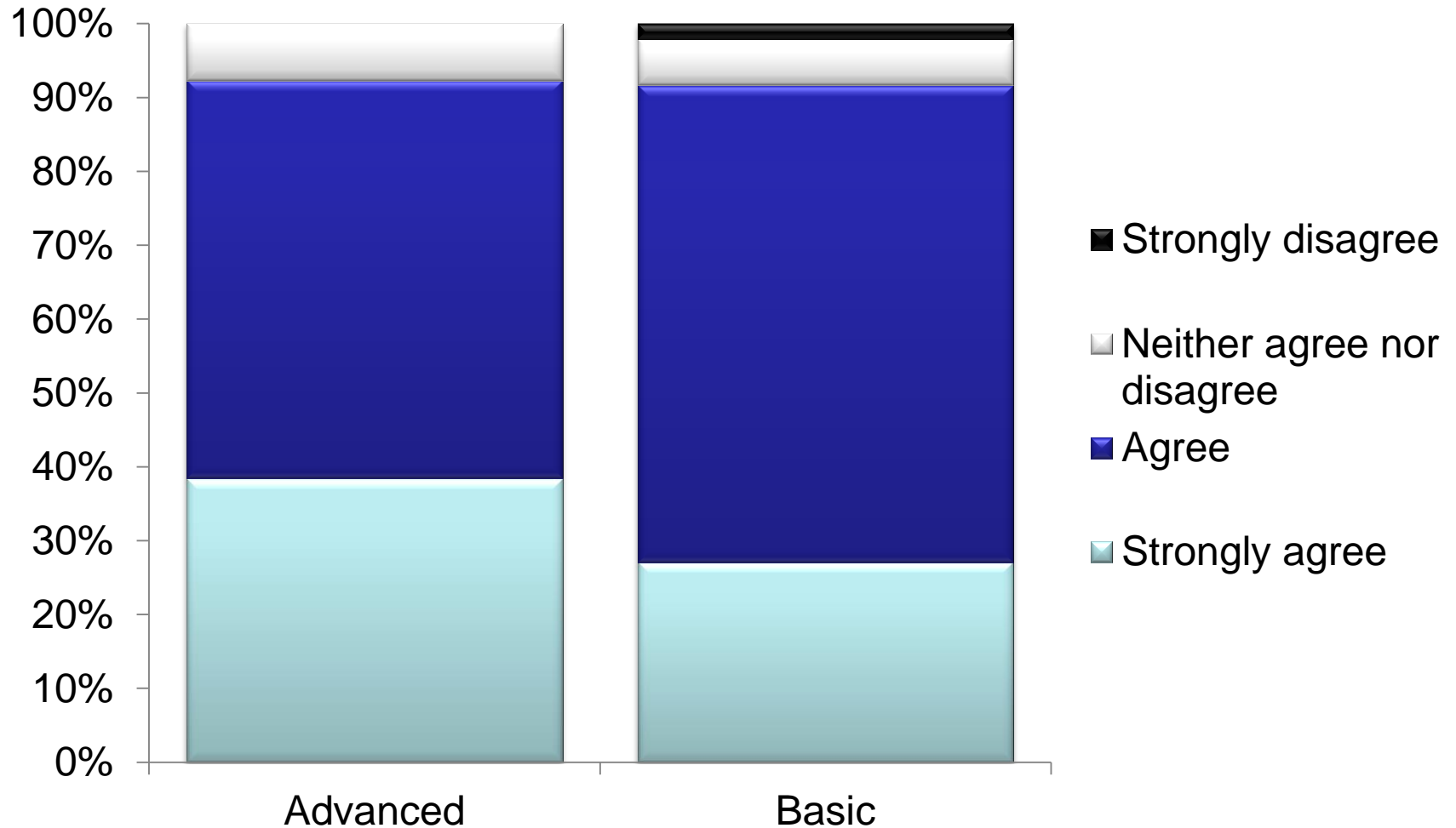
The Classroom Week provided me with meaningful opportunities to apply the knowledge and tools from the e-learning

> 90% Agree



Confident to lead a project after training

> 90% Agree



Lessons Learned

- Don't underestimate time and resources
- Minimized customizations(still had too many...)
- Pilot, pilot, pilot + FMEA!
- Don't forget the bigger picture
- Check your assumptions

Questions

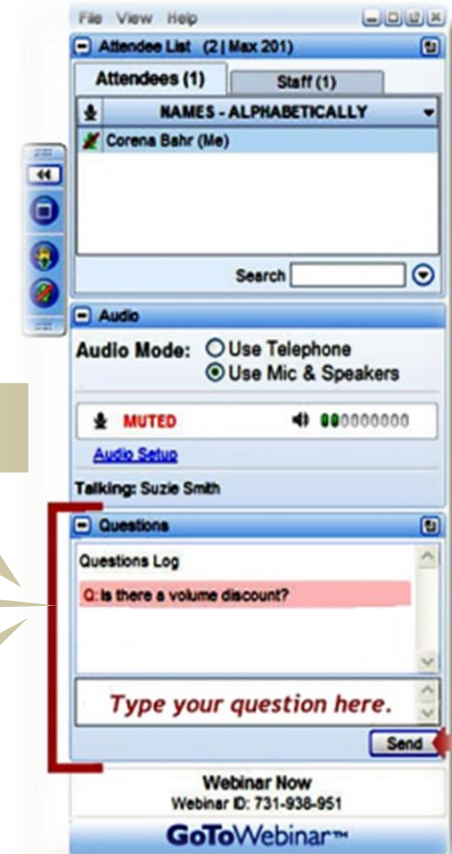


**Humberto
DeLuca**

How have you handled

*Have you ever
encountered*

*Would you explain more how
you've approached*



Master Black Belt Program

- Offered in partnership with Fisher College of Business at [The Ohio State University](#)
- Employs a [Blended Learning model](#) with world-class instruction delivered in both the classroom and online
- Covers the [MBB Body of Knowledge](#), topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*



Thank you for joining us

Questions? Comments about today's program?

Panelists:

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MoreSteam.com Sponsor:

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