

## MESA LABS TRANSFORMS THEIR CULTURE AND SEES DIRECT RESULTS ON THE FLOOR UNDER THE GUIDANCE OF LEAN FOCUS.

### PROBLEM/ SITUATION



WE THINK IT'S IMPORTANT TO HAVE [LEAN FOCUS'] THIRD-PARTY PERSPECTIVE TO DRIVE PROGRESS."

A variety of diverse industries—including pharmaceutical developers, medical device manufacturers, and blood banks—require outside help in maintaining critical environments. That's where Mesa Labs comes in: They provide dependable quality control and calibration solutions that ensure the safety and efficacy of critical products.

However, the business culture of Mesa Labs needed to be reshaped. The company lacked tiered daily management systems throughout the manufacturing and back-office areas. Furthermore, there wasn't a structured problem-solving process used consistently across the company, and floorspace in two manufacturing locations wasn't optimized for peak performance.

To address these issues, Mesa Labs' leadership team developed a lean-based business system. They also created a set of cultural norms that was rooted first in their purpose (Protecting the Vulnerable), and then in developing a customer-centric, employee-empowered, continuously improving and learning organization. Finally, Mesa Labs turned to Lean Focus to get an outside perspective that would help them jump-start and speed up their cultural transformation.

### SOLUTION



LEAN FOCUS SEES A LOT OF DIFFERENT THINGS IN DIFFERENT BUSINESSES, AND THEY ARE ABLE TO BRING THAT PERSPECTIVE TO BEAR ON OUR ISSUES."

Mesa Labs selected Lean Focus because of the firm's broad exposure to best practices. "It was that quality that would help us achieve more than we could have achieved on our own," said Brian. "Plus, I think that it is important that they see a lot of different situations in different businesses, and they are able to bring that perspective to bear on our issues. We wanted to work with a firm that had a third-party, outsider view that would drive progress."

In addition to coaching services that focused on effective problem solving, Lean Focus facilitated more than 30 kaizen events in the past two years. The kaizens focused on real business problems, and the tools used included standard work, daily management, transactional process improvement, lean conversion, six-sigma and visual management, leader standard work, and sales funnel management.

Mesa Labs also relies on Lean Focus for dedicated one-on-one coaching for the executive team, especially for complex business issues. "Damon [of Lean Focus] is somewhat of an extension of our team," said Brian. "He's put us in touch with other CEOs and other board members of companies that are a little ahead of us in the transition and in the journey. So we've been able to get some coaching through Damon, his team, and contacts—even at a higher level."



I CAN'T RECOMMEND LEAN FOCUS IN HIGH-ENOUGH TERMS. THANKS TO THEM, WE HAVE DEVELOPED A LOT OF INTERNAL CAPABILITY THAT ALLOWS US TO NOT ONLY BE A BIT MORE SELF-SUSTAINING, BUT ALSO ALLOWS US TO BE A LOT QUICKER, A LOT MORE EFFICIENT, AND A LOT MORE IMPACTFUL."

**BRIAN ARCHBOLD**

Senior Vice President of Continuous Improvement, **Mesa Labs**

## RESULTS



THE INCREDIBLE CULTURAL TRANSFORMATION [THANKS TO LEAN FOCUS] HAS BEEN THE RESULT WE'RE MOST PROUD OF."

### SAVED FLOOR SPACE BY MORE THAN

# 50%

Mesa Labs had space constraints in a couple of its facilities, but after some basic kaizen facilitated by Lean Focus, Mesa Labs was able to save more than 50% of its floor space in two manufacturing facilities.

### INCREASED FLEXIBILITY IN THE WORKFORCE



"When you're able to put more manufacturing into a singular space, it gives you a lot more flexibility with your workforce," said Brian.

### ENHANCED ACQUISITION OPPORTUNITIES



"As we look at acquisitions, this reduction in our manufacturing footprint gives us the opportunity to integrate and consolidate right into the facility that we have," said Brian.

### TRANSFORMED THE COMPANY'S CULTURE



"The incredible cultural transformation has been one result that we're most proud of," said Brian. "It's really been a powerful tool to get our teams more focused on our customers and measure what matters to them. Teams have actually seen us make massive changes and significant investments."

