SMO is the Swiss Manufacturing Organization of the Medtronic group, the world leader in medical technology. Although SMO is one of the best manufacturing facilities of implantable devices in the world, improvement is always a major strategic target. Lean Manufacturing is a system, the main purpose of which is to eliminate various kinds of waste within a company through improvement activities (see Figure 1).

![Figure 1: Processus d'élimination du gaspillage pour la réduction des coûts](Image)

Figure 2: Value Stream Map of SMO

Based on this evaluation and with the help of the HTO (Homme-Technique-Organisation) approach, which focuses on socio-technical optimization, Lean methods were proposed to SMO to improve the whole production process with implementation plans:

- One short term plan which conserves the actual Layout of the plant and optimizes resource efficiency.
- One long term plan with the aim of installing autonomous U-shape lines.