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**The Future of Barrier Packaging**

By Peter Schmitt, Founder and Managing Associate, Montesino Associates, LLC  
PharmaManufacturing.com

The need for increased barrier properties and a "right first time" approach to packaging is driving new technologies and an open, scientific approach to design and implementation.

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As most of us are aware from literature and personal experience, active leadership is a critical factor for the success of any significant and sustainable change management effort. However, as often as we cite this fact and as basic as it may seem, lack of organized, active management support continues to show up as a major obstacle to organizational improvement efforts. For example, in the latest Pharmaceutical Manufacturing Operational Excellence survey, 68% of the respondents indicated that top and middle management were "the biggest hindrances to improving organizational efficiencies and quality" in their organizations. As one respondent from a top pharmaceutical company noted, "We are trying to implement Lean Six Sigma but we only seem to 'get started' and never fully integrate the methodologies. For example, we do 5S but we don't follow through to make sure we are keeping up."

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What often happens is that organizations learn about and try to practice elimination of the seven wastes originally identified by Taiichi Ohno as I Transporting, Motion, Overprocessing, and Inventory. These wastes are

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