

Global Medical Products Manufacturer Achieves Increased Throughput and Production Site Performance

A global medical products manufacturer needed to increase operational efficiency at an offshore plant. Myrtle Consulting was engaged to evaluate operational shortfalls contributing to low throughput, as well as to develop best practice systems to prevent ongoing failures and unnecessary equipment downtime or rate losses. The engagement not only achieved the desired goal but also provided the manufacturer with an excellent foundation for a standard production system. Learnings and performance targets documented by Myrtle can now be leveraged across the manufacturer's entire production site network.

Client Challenge

The performance of an offshore site operated by a manufacturer of intraocular lenses was decreasing across all 13 of its production lines. Contributing to this issue were high scrap rates, low equipment utilization rates, unplanned downtime due to line failure, long changeovers and increasing capital expenditure demands for new equipment. The manufacturer also had a new plant coming online and wanted to get ahead of potential problems.

Myrtle Approach

Myrtle partnered with the manufacturer to conduct an in-depth Assessment and Validation Scan (AVS), design an aggressive but realistic performance plan and implement sustainable improvements.

Myrtle identified critical operational challenges in these four areas:

- Changeover and start-up
- Production
- Maintenance
- Performance management

In its assessment, Myrtle determined that leadership changes had created inconsistent messages, staff lacked follow-through and the facility had no tracking of Key Performance Indicators (KPIs). Inconsistent standard operating procedures and an inadequate loss accounting system created poor accountability and missed targets, and without KPI tracking, new leadership lacked the tools to identify what was happening across the facility.

Myrtle consultants guided the client in the creation of a Critical Response Team to address key issues. The Myrtle team moved quickly to:

- Train engineers on root cause analysis
- Identify KPI collection points and install departmental scorecards
- Install a Loss Accounting System to provide accurate records for downtime
- Develop comprehensive procedures (SOPs), work instructions, visual tools and training for staff

Myrtle and site leadership agreed to the following objectives:

- **Implement a comprehensive performance management system with standard performance metrics and KPIs**
- **Improve maintenance performance**
- **Decrease changeover and start-up cycle times**
- **Increase production efficiency and effectiveness**
- **Build sustainable competencies, capabilities and an enabling culture**

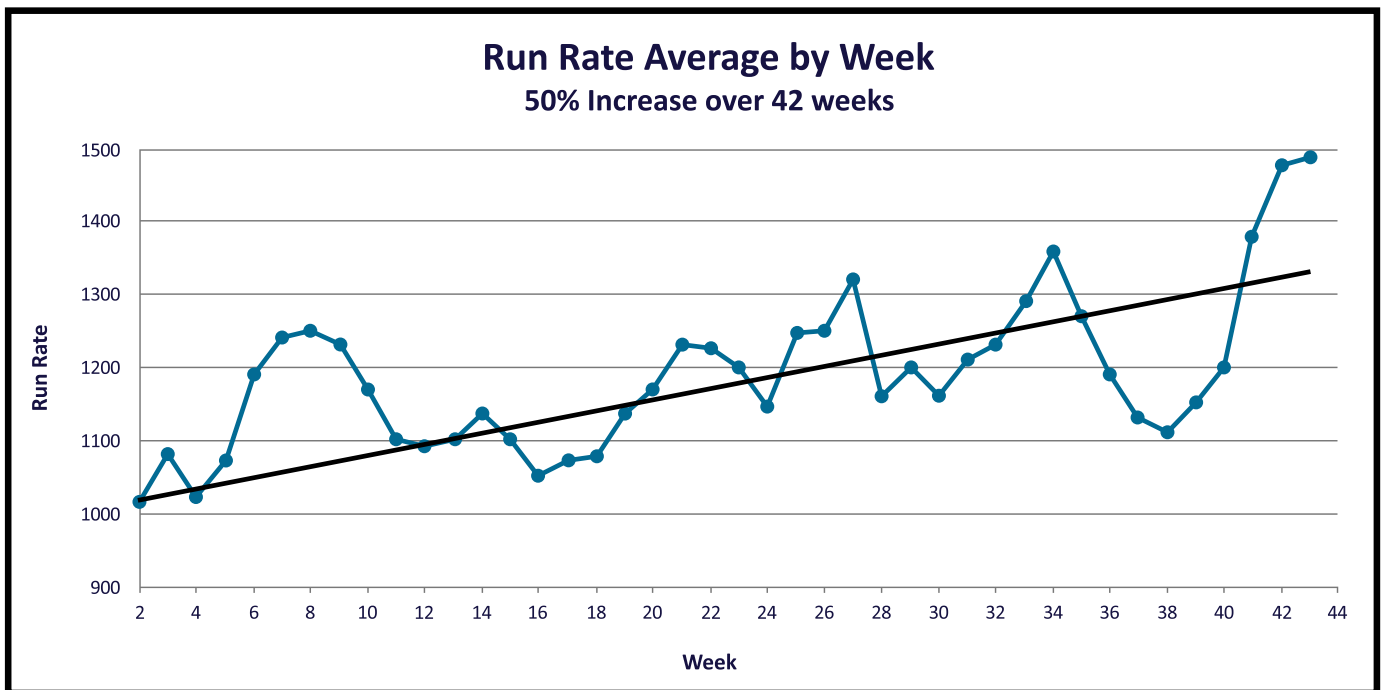


The Results

Myrtle identified that the existing plant lacked best practice procedures for maintenance, production and management, and needed to improve the manufacturing rate on 13 production lines along with increasing overall throughput. Myrtle's work with plant leadership resulted in a 36 percent increase in plant throughput and a \$6 million savings in production costs.

The engagement has provided the manufacturer with an excellent foundation for a standard production system, as well as learnings and performance targets that can be leveraged across not only the new manufacturing site, but the entire production site network.

Across the site, from managers to the shop floor, there is now a focus on upholding production and maintenance standards. The company mindset is no longer "get to a target and stop," but to work efficiently and effectively to create quality products, and the numbers will follow.



Are you ready to start building long-term, sustainable financial results? Contact us today to get started on a path to improved margin and profitability.

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