

Myrtle Consultants Increase Volume, Productivity to International Chemical Manufacturer

An international company that manufactures paints, coatings and specialty chemicals discovered one of its U.S. plants was under-performing due to problems in production, maintenance and reliability. The company relied on Myrtle Consultants to examine the management system, production procedures and maintenance processes and execute improvement measures.

Client Challenge

Delivering Passion to Increase Efficiency

Myrtle Consultants worked directly with plant management and key personnel to identify the issues impacting performance. Myrtle Consultants quickly applied methods to enhance productivity and efficiency, such as:

- Utilized core strengths to accelerate and sustain the change process and consolidate plant status at a strategic site
- Instituted operational best practices to develop and sustain plant growth in capabilities, flexibility and capacity and also for implementation at other sites
- Improved operational efficiency (OEE, yield, cycle time)
- Enable operational capabilities to reinforce the plant's impending role as a strategic site (Management systems, loss accounting, changeovers and single minute exchange of dies (SMED), root cause analysis (RCA) and bad actors asset care plans)

Myrtle Approach

Proven Solutions at an Accelerated Pace

The implementation focused on performance problems in production, maintenance and reliability, as well as peripheral activities, including leadership development. A project management team, consisting of eight and plant employees, governed the project. The execution encompassed:

- Implementation of a management system to provide employees with the data necessary to make informed decisions pertinent to their role
- Harnessing a production loss accounting system (PLAS) to enable ownership and data visibility and su Implementation pply loss analysis at the supervisor and operator level
- Integrating production planning and scheduling practices with demand planning and supply chain groups to increase throughput and on-time and in-full (OTIF) products delivery
- Utilized Lean manufacturing practices to identify corrective and preventative actions for root cause analysis
- Instituted short interval controls to ensure employees are aware of what is happening, how to respond, where the issues are and performance against the plan; white boards were also utilized to disseminate information and maintain employee involvement
- Implemented more active management behaviors and provided intensive on-the-floor coaching to supervisors
- Established maintenance work management processes for manufacturing by focusing on bad actors and critical equipment

The Results

Performance that Surpasses Previous Production Ceilings

Results from the engagement allowed the plant to surpass previous production benchmarks. The plant and its employees, are now positioned to continue on the path to volume integration and operational excellence.

The project delivered:

- Improved productivity by **29%** vs. **25%** target while keeping over-time at low levels
- Increased volume by **14%** and batches by **18%** compared to previous year
- Advanced customer service to **94%** vs. **92%** goal
- Reduced yield by **17%**

