CASE STUDY

Myrtle Helps Global Pharmaceutical Company Increase Production and Decrease Costs

In response to rising consumer demands for a specific drug, a global pharmaceutical innovator needed to increase production at one of its U.S. facilities. The central issue was the extensive fermentation time, a critical step in making the drug. The company calculated it would need to quickly bring two new fermentation facilities on line and hire 150 to 200 additional employees to fulfill orders. Another concern however, was the length of time it would take to hire and train new staff to meet the strict standards needed for manufacturing.

Myrtle Consulting Group was selected to conduct a thorough analysis of the site and identify strategies to reduce the length of the fermenting process.

Client Challenge

Applying Passion to Optimize Operations

Myrtle Consulting Group worked with the site's production team to conduct a comprehensive analysis. Consultants developed a plan that pinpointed ways the company could be more efficient in daily operations, while also freeing existing personnel to help manage the additional fermentation. In addition, the Myrtle plan also eliminated the need to hire hundreds of new employees and would ultimately save the pharmaceutical company production costs.

Myrtle Approach

Accelerating Improvement

The Myrtle team had a target of reducing the fermenter turnaround process from 31 days to 16 days. In order to track performance and drive continuous improvement, the following plans were implemented:

- Cycle time compression
- Created a master turn around schedule
- Root cause analysis
- Consistent review of key performance indicators
- Visual factory boards were posted to present and track key process parameters

Production resourcing and daily operations were further improved through formalized shift hand-over meetings. These actions achieved an 11-day average reduction in fermenting turnarounds and raised fermenter uptime to 85%.

Myrtle also designed and installed management systems that helped facility employees become proactive in decision making and provided management greater visibility of operational performance versus hourly and daily goals.

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The Results

Improving Performance with Winning Results

Production and release of the drug increased by more than 35% as a result of the Myrtle implementation. Fermenter downtime was reduced by 40% and turnaround time decreased from an average of 23 days to 12 days, resulting in an 18% reduction in unit cost.

35%

Production and release of the drug increased by more than 35% as a result of the Myrtle implementation.

18%

18% reduction in unit cost due to decreased turnaround time.

11 DAYS

Turnaround time decreased from an average of 23 days to 12 days.

40%

Fermenter downtime was reduced by 40%.