

ENHANCED PRODUCTION MANAGEMENT SYSTEM

DRIVES YIELD IMPROVEMENT FOR GLOBAL PHARMACEUTICAL COMPANY

01 | CHALLENGE

Yield loss, production inefficiencies

A global pharmaceutical company needed to improve yield performance by reducing unfavorable Material Usage Variance (MUV). Total yield losses at any given site would generally be millions of dollars. Losses were attributed to product waste due to inadequate shelf life management, physical damage, and inefficiencies in the production process. All sites were experiencing yield loss plateaus and required a step-change improvement.

02 | SOLUTIONS

Production management systems

Myrtle Consulting Group mobilized teams to each of the client's 11 plants to rapidly assess material movement and MUV, and uncover areas for improvement. A solutions plan supported by site leadership and their teams was developed. The approach:

- *Reported absolute loss, measured physical waste, and displayed performance at the line*
- *Focused only on top failure modes and implemented Root Cause Analysis (RCAs)*
- *Developed production support teams, installed permanent and corrective actions*
- *Established strategies to improve changeover, sanitation, and to eliminate usage variability*

03 | RESULTS

\$10M
IN ANNUAL SAVINGS

In total, the solution empowered ownership, accountability, and problem-solving at the front line. By the end of our engagement, the client achieved more than \$10 million in annualized savings across all sites. Improvements made to their loss accounting process, root cause analysis, and problem-solving capabilities resulted in the ability to improve yield and efficiency continually.

“Myrtle built credibility and respect with site leaders and their teams by working hand-in-hand on the manufacturing floor, which led to buy-in and acceptance of change.”

- Global Head of Manufacturing Strategy