

CASE STUDY

Global Medical Device Manufacturer Uses Management System for Visual Management and Accountability

Overview

- Leading global manufacturer of medical devices and surgical solutions.
- A customer-focused lean transformation strengthened process discipline through visual management and daily accountability systems.
- Productivity rose over 20%, floor space was cut by 66%, WIP inventory dropped 85%, and \$1.3M in backorders were eliminated.

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TBM's Pharmaceutical & Medical Devices Solutions →

About TBM

Speed wins every time.

TBM specializes in operations and supply chain consulting for manufacturers and distributors. We accelerate operational performance to make you more agile and help you accelerate business performance 3–5x faster than your peers.

Challenges

- High backorders and unreliable production limited sales growth and customer satisfaction
- Multiple inefficient product lines were combined after acquisitions, creating excess WIP inventory and low productivity
- Rapid growth took priority over improvement, driving dependence on safety stock to meet delivery commitments

Solution

- Take an outside-in approach to the lean journey by focusing on customers' pain points to determine best opportunities for improvement.
- Build an engaged and well-connected CI office.
- Enhance customer service & expand profitability.
- Improve reliability through visual management & accountability using a comprehensive management system to ensure process rigor.
- Create a state-of-the-art visual management system to address: abnormality response, line-side review stations, SQDC training, and daily management discipline.

Results

- Productivity increased by 20%+
- Floor space reduced by 66% – especially costly clean lab space at a higher cost per ft².
- Line-side work in progress inventory reduced by 85%
- Reduced \$1.3 million backorder on one product from 1,400 cases and was able to accelerate production so orders could be shipped within 24 hours.
- Insourced injection molding to improve speed & profitability.