

## Mid Cap Case Study 1

### SITUATION

A global business unit part of a Mid Cap Company was suffering from a projected end of year loss associated with a major 35 year old production facility critical to future viability. Specific issues were:

- Loss of market competitiveness for global products
- Lack of ability to effectively manage change
- A reactive operations and maintenance culture
- Poor organizational and process framework to drive improvement
- Historical plant first pass yield of 78%

### APPROACH

Enable a “Focused Factory” initiative resigned to align work around product lines. In addition to realignment, the effort would standardize operations and maintenance practices through published multimedia tools designed to drive workforce accountability focused on best practices, reducing waste and reduction of process variation. Skill development through technology transfer was implemented through on-site training.

### OUTCOMES

- Standard work procedures reduced minor stop-offs by 17% in the first 6 months
- Process un-availability has been reduced by 27%.
- Training program design for multi-skilling of the workforce for TPM duties
- MOC system adopted and is new standard for global production
- Break-even was achieved avoiding loss
- First pass yield (82.6%) at year end was the highest in the history of the facility

## Mid Cap Case Study 2

### SITUATION

A production facility for a global multimedia company was experiencing significant production losses associated with tightening product margins. Quality and on time delivery was an increasing problem. Labor costs were rising, productivity was no longer acceptable to sustain business.

### APPROACH

Productiv designed and install a work center for the product assembly and packaging departments. Contract labor was transitioned to Productiv control while simultaneously installing a management team to run the area and maintain production schedule. Client focused on improving flow of work to the area.

### OUTCOMES

- Reduced labor cost by 41%
- Improved on time delivery to 98%
- Reduced customer complaints due to quality from 10 per month to less than 1
- Restored profitability to order fulfillment area
- Most profitable period in plant history