

CASE STUDY

Contract Manufacturer Increases Throughput by 6-8%

Overview

- Private equity-backed provider of contract manufacturing and packaging to OTC pharma
- Efficiency loss on high-speed equipment due to poor maintenance and mechanical down time
- Increased overtime costs due to loss of talent with extensive technical knowledge
- 6-8% increased throughput on high-speed packaging lines enables manufacturer to increase production

Eliminate your operations, human capital and supply chain challenges.

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About TBM

Speed wins every time.

TBM specialises 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.

Challenge

- Private equity-backed provider of contract manufacturing and packaging to OTC pharma
- High-speed lines dropped from 95% efficiency to 80% caused by mechanical downtime, poor equipment condition, and a lack of preventive maintenance
- Changeovers taking too long (one day to 1.5 days)
- Excessive overtime costs and a loss of talent and technical knowledge

Solution

- Optimise changeover time and increase equipment uptime using SMED (Single Minute Exchange of Dies Process).
- Conduct maintenance diagnostic to identify and prioritise key causes of downtime
- Implement, educate, and develop the foundation for a world-class maintenance programme inducing cleaning, inspecting, and correcting deficiencies in the operating equipment
 - Clean and inspect the equipment, assess condition, create a process to replace parts beyond useful life, create standard work to maintain
 - Train mechanics on standard work
 - Establish a process for stocking spare parts

Results

- Time saved from these events provided 6-8% additional throughput.
- SMED activities on 4 of 7 lines resulted in a 70% reduction in changeover times.
- Maintenance focus addressed chronic unplanned downtime on the improved bottling lines—resulting in increased efficiency from the low 80% range to the low 90% range