

# SOLUTION OVERVIEW

## Pharmaceuticals

### Creating a Culture of Accountability: Gaining Visibility to the Right Metrics, at the Right Time

*A global leader in healthcare products, sought to improve their manufacturing throughput, increase yields, shorten lead times, and improve efficiency. Company leaders engaged Flexware to help them identify strategies and implement technology solutions to achieve those goals. Improving overall equipment effectiveness (OEE) was important in their strategy to drive high-performance in their lean manufacturing operations.*

### The Challenge | Limited Visibility to Key Metrics

Facing increased competition from low-cost producers, a global leader in healthcare products knew they needed to step up efficiency and improve throughput and that this required accurate and timely metrics. The company's existing technology stack came with some limitations; managers needed to know which equipment was operating and how well it was functioning. In cases where equipment was not functioning optimally, they needed to know why. They lacked visibility to real-time information and had limited access to historical data.

### The Solution | A Manufacturing Scorecard

Flexware worked with company leaders to develop a holistic strategy for achieving the company's vision for manufacturing excellence. They aligned technology enhancements with organizational and process changes to deliver a Manufacturing Operations Management (MOM) scorecard system that provides real-time information to managers. The scorecard system focuses on four key success factors: overall equipment effectiveness, efficiency/output, lead times, and global yield.

### The Outcome | Record-breaking Output and Vastly Improved OEE

Shortly after rolling out their new scorecard system, the company achieved record levels of output, cut lead times in half, and reduced scrap by 90%. The MOM scorecard brought together information from different sources, organized, and presented it in a meaningful way, and provided managers with actionable intelligence to support better business decisions. Timely visibility to OEE metrics played a key role in this success.

### Project Outcomes:

- Real-time visibility to OEE and other key metrics: Flexware's Manufacturing Operations Management platform provides actionable feedback to optimize lean operations.
- Improvements in yield and efficiency: Dramatically increased throughput and reduced scrap have led to increased operating margins.
- Increased accuracy: Integration of data from diverse systems has reduced error-prone manual processes and eased access to information.
- Improved compliance: Operational excellence has led to 90% reduction in compliance risk.

