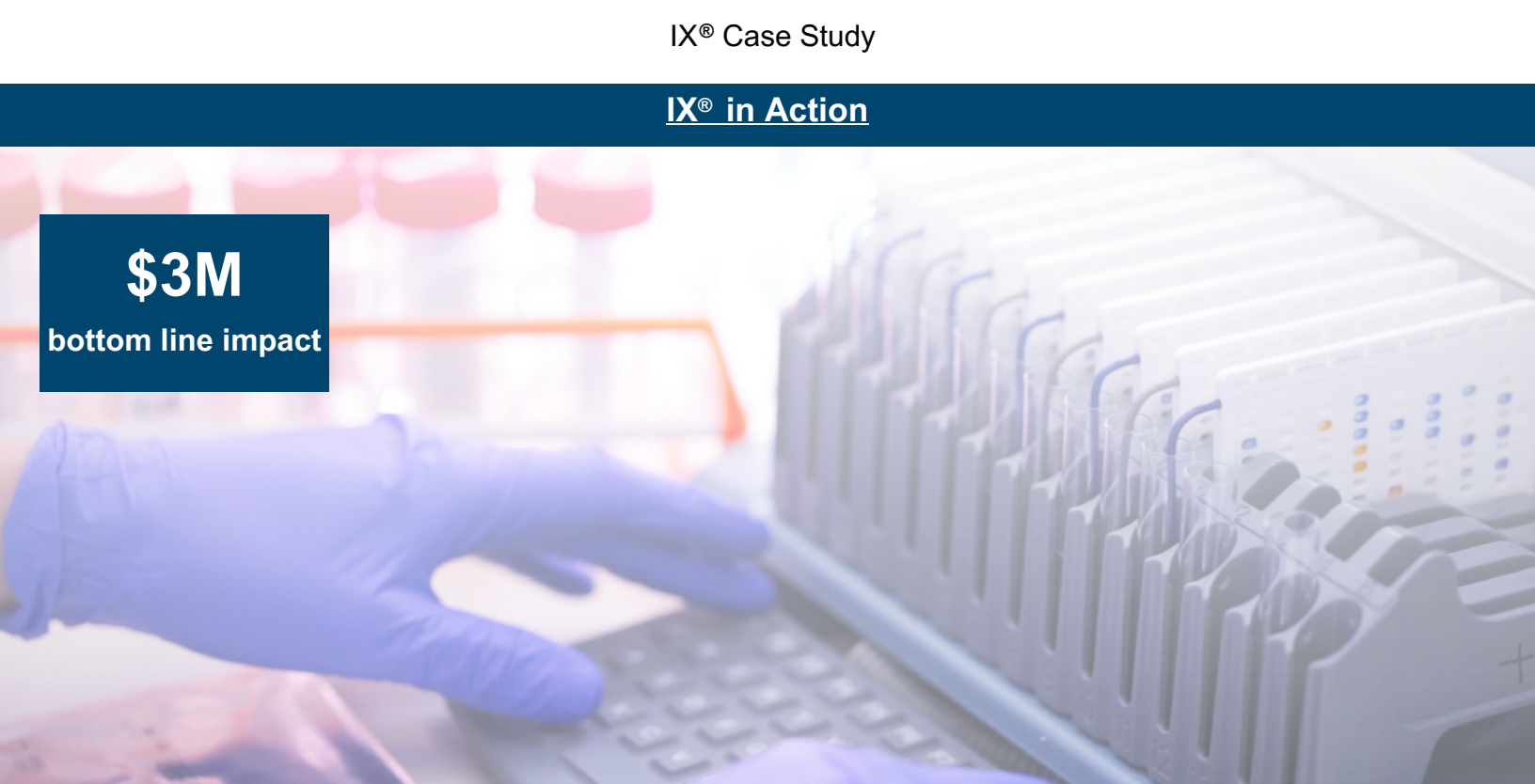




IMPLEMENTATION
ENGINEERS®
BEYOND CONSULTING

IX® Case Study

**Stabilizing Operations, Realizing Value: A Roadmap
to \$16M in Impact**



\$3M

bottom line impact

A global biotechnology company operating a high-volume manufacturing facility in the U.S. sought to enhance operational stability and unlock production capacity. The facility housed four high-speed manufacturing lines running 24/6, producing critical media cards. However, inefficiencies, a reactive “firefighting” culture, and inconsistent performance metrics hindered progress. The company partnered with Implementation Engineers to design and execute a strategic roadmap for operational excellence, positioning us as a trusted partner to realize their long-term vision.

The facility faced significant operational and managerial challenges:

- **Reactive Culture:** Supervisors spent over 75% of their time on administrative tasks, limiting coaching and direct oversight
- **Ineffective Management Systems:** Meetings lacked focus, with numerous KPIs diluting attention and no clear cascade to drive accountability
- **Operational Instability:** Production output varied widely, with unplanned downtime and inefficiencies reducing capacity
- **Maintenance Gaps:** A reactive maintenance approach, lacking formalized processes like root cause analysis (RCA) or predictive maintenance, led to excessive downtime

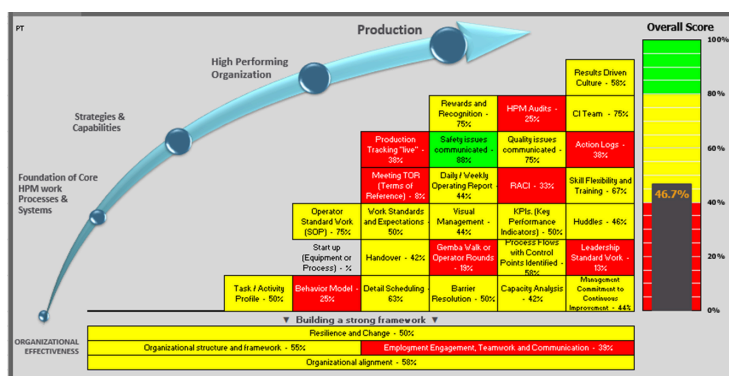
The client needed a partner to not only address these pain points but also build a sustainable foundation for long-term improvement aligned with their strategic goals.

Implementation Engineers deployed a two-phase approach—Implementation Design followed by Implementation Execution—to create a tailored, holistic improvement roadmap encompassing operations, management operating systems (MOS), and maintenance.

Implementation Design Phase

Our team conducted a comprehensive assessment to identify opportunities across the facility's operations, management systems, and maintenance processes. Key findings included:

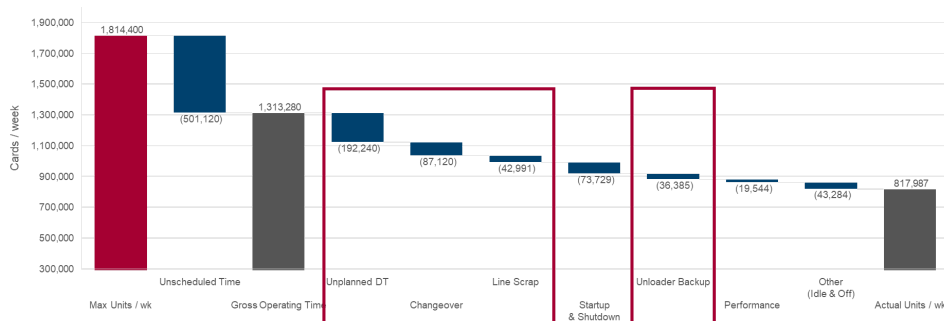
- **Management Operating System:** Opportunities to improve KPI cascading, meeting effectiveness, and leader standard work (LSW). Supervisors were bogged down by administrative tasks, with limited time for Gemba walks or coaching
- **Operations:** Unplanned downtime, particularly at the filling stage, and inefficient changeovers were major capacity constraints. Scrap rates also presented material savings opportunities
- **Maintenance:** A reactive maintenance culture lacked formalized work management, planning, or reliability processes, leading to higher-than-expected downtime for a relatively new production line



Management Operating System baseline



Maintenance & Reliability baseline



Capacity losses identified during Implementation Design

The Implementation Design phase culminated in a roadmap projecting **\$16M in annual value** through targeted improvements, including:

- A High Performance Management (HPM) system to stabilize operations and sustain gains
- Operational enhancements to reduce downtime by 30%, changeover times by 35%, and scrap by 10%
- A formalized asset maintenance program with robust reliability processes

Implementation Execution Phase (MOS)

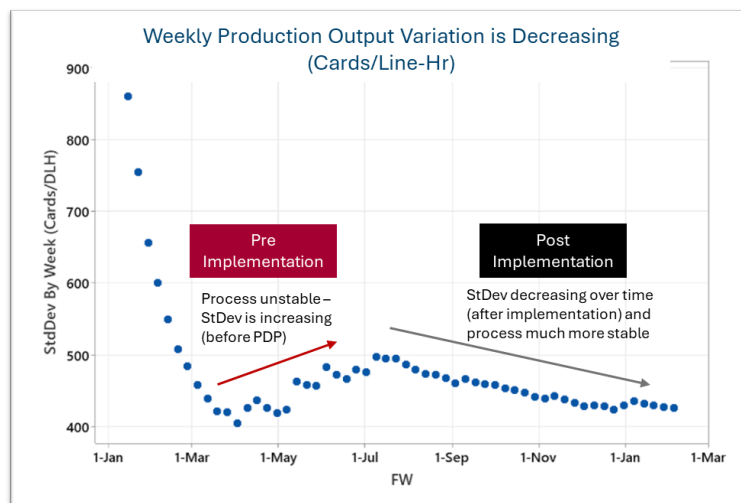
The client opted for a phased execution, beginning with the management operating system to establish a foundation for sustainable change. Implementation Engineers collaborated closely with all levels of the organization—from shop floor operators to senior leadership—to embed the HPM system. Key initiatives included:

- **Enhanced KPIs and Cascading:** Streamlined KPIs aligned with strategic goals, assigned clear ownership, and made data accessible for real-time decision-making
- **Visual Management and Short-Interval Control (SIC):** Deployed Gemba boards and SIC boards across all four manufacturing lines to drive shift-level accountability and “win the shift” to achieve daily and weekly targets
- **Leader Standard Work (LSW):** Implemented LSW for supervisors and managers across all shifts, emphasizing Gemba walks, coaching, and engagement to shift behaviors from administrative to proactive leadership
- **Meeting Effectiveness:** Restructured tiered meetings (Tier 1, 2, and 3) to ensure closed-loop accountability, driving plans into actionable results with clear follow-ups

Proven Impact, Paving the Way for Growth

The management operating system implementation delivered measurable impact:

- **Increased Output:** Media card production rose from 6,100 to 6,300 cards per line hour (~2%), **unlocking \$3M in annual profitability**
- **Stabilized Operations:** Weekly production variation decreased significantly, creating a predictable and reliable process
- **Cultural Transformation:** The HPM system fostered a proactive, improvement-driven culture. Supervisors spent more time coaching, and operators took ownership of daily performance
- **Broader Adoption:** Impressed by the results, the facility rolled out the HPM system to other areas of the plant, strengthening the foundation for enterprise-wide improvement



Upcoming Phases

The client is poised to execute the operations and maintenance phases outlined in the Implementation Design roadmap. These initiatives are expected to further reduce downtime, optimize changeovers, and enhance asset reliability, unlocking the remaining **\$13M in identified value**.

Why Implementation Engineers?

Implementation Engineers stood out as a strategic partner by delivering more than tools—we provided a sustainable system tailored to the client's unique needs. As the client's COO noted:

"What made Implementation Engineers stand out? IE offered a High Performance Management system that has helped us stabilize operations and ensure process improvements are sustained. Many consultants offer tools to address certain problems, but sustainability is a real issue if there are not the support management systems in place."

Let's Get Started

- Schedule a meeting with our team to discuss how Implementation Execution (IX®) can help your organization achieve its goals. Submit an IX® request on our website at www.implementation.com
- Visit www.implementation.com to read more about IX® and how we have helped our clients create sustainable results
- Follow us on LinkedIn to stay up to date with the latest industry insights and updates. Join our network to access exclusive content and stay connected with our team of experts

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