

Global Manufacturer of Vision Products

Clearly Better!



Challenges

- ❑ Complex uncharacterized processes using sophisticated chemistry intolerant to 20 micron+ contamination - over 300k SKUs
- ❑ *One of a kind* machines with uptime issues
- ❑ FPY unacceptable and OTD causing major irritation to customers
- ❑ Production management approach flawed
- ❑ Heavily automated with major bottlenecks
- ❑ People nervous, leadership engagement low

Executive Summary

- ❑ Just completing global merger with three major brands and 50% private equity ownership
- ❑ 900m EURO turnover with 10,000 people
- ❑ New CEO, business strategy, and LEAN approach
- ❑ Complex product-set increasing as Sales requires more new product
- ❑ Previous improvements had removed headcount but left processes fragile and people nervous

Results

- ❑ On-time delivery improved by 21% points to 97%
- ❑ First Pass Yield from order entry to final inspection improved by 14 % points
- ❑ Cycle times reduced from 3.5 days to 1.8 days
- ❑ WIP reduced from 45K pieces to 30K pieces
- ❑ Productivity increased by 10%
- ❑ COGS reduced by 1M EURO/month

“Thomas Group is unlike any other consultant...you have impact much quicker ...and are a partner that shows us how to drive change”