

Worldwide Pharmaceutical Manufacturer and Distributor

Client

The client is a worldwide manufacturer and distributor of pharmaceutical and other personal care products. Their facility in Puerto Rico is one of their most-automated manufacturing plants and is dedicated solely to the production of pharmaceutical products.

Problem Statement

The client was not achieving the desired throughput in the Puerto Rico plant. Many in the organization believed that either the Computer Integrated Manufacturing System (CIM), which is unique to the facility, was draining production, or that the CIM system was merely an easy target and the real problems laid elsewhere.

Scope-Of-Work

A team consisting of plant personnel, corporate engineers, MIS, Quality Assurance, and industrial engineers was formed to study the impact of the CIM on throughput and recommend a path forward for the plant. Tompkins Associates served as an objective team member providing technical expertise to the evaluation process.

Tompkins Associates:

- Performed an in-depth, fact-based analysis to determine the current state of the overall CIMS environment. This included examining positive and negative impacts on plant manufacturing, packaging operations, hardware, software, material handling, procedures and policies, and user interfaces.
- Developed a comparison of capabilities between the current CIM system and a manual system.
- Developed strategies to significantly increase the throughput capabilities of the plant, including upgrades to the AGV systems, implementation of parallel rather than sequential system control logic, new downtime reduction program, and new cycle time reduction program.

Results

The team determined that instead of the CIM system, the lack of data-driven performance measurement and continuous improvement efforts was preventing the plant from realizing its true potential. The team projected total cycle time reductions between 30 percent and 40 percent, depending on the product. New systems were also developed to make performance measurement and continuous improvement part of the company culture in the plant.