



Case Study

“New Manufacturing Facility”

Manufacturing – Medical Device Company

Situation

A Medical device manufacturer was launching a new generation product requiring a new manufacturing plant. This company had a poor track record in new product launches with the last four projects being late and over budget. A critical requirement was the seamless transfer of technology from the R&D. Historically, this was a weak link, with manufacturing struggling with output and yield performance for months after start-up.

Opportunity

Provide the leadership to create an organization that could build and operate a manufacturing facility.

Approach

Our associate established a project management function, assigning the writing of the capital request, establishment of the budget and project progress monitoring to an experienced project engineering manager. A project leadership model was established that integrated over 100 full-time and part-time participants from R&D, pilot lab, construction, regulatory and marketing. The manufacturing function was created and 200 operating personnel were hired and trained. Hundreds of operating systems were designed and documented. A formal and informal communications process was established to create positive momentum. A “mission control” model from the NASA space program to drive decision-making during the critical last 40 days of the project.

Result

Plant started up on-time and on-budget. Yield and output ramped up ahead of plan.

“By formalizing the design and implementation of the operating systems in partnership with R&D, the transfer of technology was much improved.”

CTO – Medical Device Company

Compass Heading – Sustainable Systems

Waypoint project directors will introduce models and systems that provide for sustainable success after they leave your company. Your team will be able to meet all expectations at the agreed completion of the assignment.