



Case Study

“Quality and Delivery Turnaround”

Operations – Medical Device Company

Situation

A medical device manufacturer was suffering major quality and delivery problems for a newly formed capital equipment business unit. The problems were causing significant impact to sales for both current and future customers.

Opportunity

Provide the leadership to immediately reverse operating problems and meet customer service expectations.

Approach

A Waypoint associate became interim general manager for the business unit. A comprehensive program was implemented to correct process, product, and people issues across all related functional areas. Cross functional technical teams were created to quickly identify and implement changes to the most pressing quality issues. Manufacturing was realigned utilizing pull and cell manufacturing concepts to increase manufacturing throughput, bringing greater visibility to bottle necks and quality issues. The entire team was realigned utilizing unique techniques to manage on a per project basis to create greater accountability, enrollment and output.

Result

Within 3 months, all technical and delivery problems were resolved. Overall product costs were dramatically reduced with no outstanding back orders. A new Director of Operations was hired.

“We needed a leader that could give us the systems and methods to run our plant efficiently. That is exactly what we got.”

CEO – Medical Device Company

Compass Heading – Sustainable System

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.