



How this manufacturer grew

From €3M to €330M

in 14 years



This is a story of the new owners
of a Belgian manufacturer
who managed to take
the struggling plant
from €3M to €330M
in 14 years.



But how were
they able to do it?

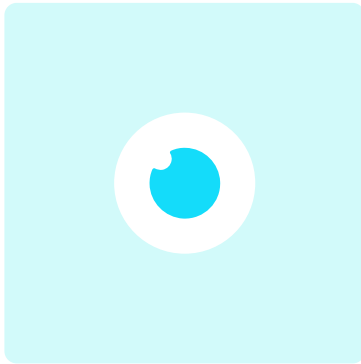


They turned a common challenge into a competitive advantage

*Noting that most manufacturers struggle to keep up with frequent changes in demands (from their customers, consumers, regulatory bodies and technology), our client saw an **opportunity for a disruptive market approach.***

Their growth strategy:

Never say "No" to a customer



No matter how small or specific the order is.



"Only one pallet to be shipped to South Korea? No problem!"



This way they could win more orders than their competitors... and grow much faster.

But this is easier said than done...

Having to change the production process frequently, so you can produce different orders throughout the day and week leads to many challenges.



When business is in flux, operations suffer



Labeling, quality and delivery mistakes

Leading to recalls and potentially losing strategic customers

Slow, suboptimal production schedule

Leading to downtime, missed deadlines, and reduced production capacity

Stress on the shop floor due to frequent switchovers

Leading to absenteeism and losing good people



So, how is this manufacturer able to keep such a **momentum**?

While so many manufacturers struggle to keep up with ever-changing demands...

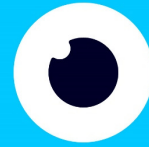
How can this manufacturer handle the continuous changes and disruptions required to produce thousands of SKUs...

... and launch hundreds of new products in a month...

...without mistakes or recalls...

... while utilizing their lines to the **full capacity**?

What did they do
differently?



The Solution

Instead of optimizing individual processes for efficiency, they decided to

keep all processes aligned and coordinated at all times

(even as the changing demands kept disrupting each production process)

*Why? Because they wanted to guarantee that the right material arrives from storage, at the right time, to the right machine...
...and that the operators follow the right recipe and operations...
...and the right package and the right label gets applied...*

— even when having to adapt their lines to many different orders in a day.



This meant there had to be one "master" who:

Had **accurate, real-time data** about all products, orders, machines, production steps, storage units, deadlines, capacity, changeovers...



Had the ability to **control** the operations real-time (machines, people, logistical flows...) so it can *perfectly coordinate all the processes*

The master coordinator that deals with ever-changing demands

For the role of this “master coordinator” they chose the Momentum software from Brighteye.

Why?

Because it is the only Manufacturing Operation Management System proven to be able to coordinate all processes involved in production – even as each of the processes gets disrupted by frequent changes in demands.



The result?

Accelerated business momentum and growth.

And how about operations?



Their production manager can now:



01

Schedule for profit

Taking into account the available resources (e.g. machinery, materials and personnel) and constraints (e.g. cost price, lead time, changeover time, materials) the system groups or splits individual operations in order to optimize the load on work centers and to reduce the lead time of operations.

02

Minimize downtime & accelerate change-overs

The system sends the right instructions for the right product at the right time—to everyone involved: from the warehouse to the machines and the operators.

03

Stop constant fire-fighting

Planning is adjusted real-time to changing factors, and the production manager is informed about potential bottlenecks that could hinder the production of customer orders.

04

Efficiently manage stock

The system manages stock and logistical flows so that the right material arrives to the shop floor (and stock is replenished) just in time, avoiding “muda”, inefficiencies and mistakes

Their quality manager can now:



01

Efficiently implement any quality standard

The system allows them to define their own quality standards, tests and schedule. Since the system controls all processes, the right tests are done at the right time, and the required evidence and documentation is produced automatically.

02

Eliminate labeling errors

Since the system knows exactly which product for which order is coming out of the line, it knows exactly which label to apply—regardless of the variety of products, languages, requirements for different nutritional and other information etc.

03

Effortlessly track and trace origin and quality of lots

Since all the information is in one system, for each lot, it automatically registers: raw materials, their origin, packaging materials, operations and machines that were involved in the production as well as all the stock movements associated with it, even for semi-manufactures.

Their operations director can now:



01

Improve strategic decisions

Identify bottlenecks, quality problems and unprofitable products. Every aspect of the whole production process is being monitored real-time. You will finally have the data you need to quantify, analyze and make the right decisions.

02

Increase order capacity – without making capital investments

When helping their CEO in planning expansions, there is often an opportunity to optimize the production process, planning and layout to use the existing equipment and buildings to its maximal capacity – before considering new capital investments.

Gain business momentum in manufacturing

We hope this information has helped you think about ways to make your manufacturing plant more competitive.

For more cases, or to explore opportunities to increase the momentum of your plant, just send an email at info@brighteye.be

What can you expect?

Brighteye takes a holistic and thoughtful approach to every MOM improvement project. We work with clients who are at different stages in their journey toward digital manufacturing operations. And while the building blocks are always the same, we tailor the experience to each client's unique needs, goals, and priorities. In short, we can meet you wherever you are on the path to optimized manufacturing.

