

Managed Services Case Study

Standardising manufacturing across multiple plants whilst achieving cost reductions and improvements in efficiency and resilience.

At a Glance

Company: Global Pharmaceutical Company

Location: Ireland

Project Mission: Provide a complete managed service, add value and achieve standardisation across the production facilities

Product / Services: Site Services – Managed Services

The Challenge

A world leading pharmaceutical company with multiple production facilities in Ireland wanted to standardise manufacturing systems and work practices across multiple plants whilst achieving cost reductions and improvements in both efficiency and resilience. The company felt it was not getting the right level of service from its existing service provider partly due to service level restrictions and lack of focus in adding additional value in terms of innovation around business improvements and efficiency.

Following a rigorous tender process, Zenith Technologies was awarded a three year contract to take over the Service delivery. Zenith was chosen for its strong methodology embracing a service model of delivery against challenging KPIs, the company's comprehensive track record in ensuring the smooth running of operations and its ability to bring added value and innovations that would help to further reduce costs.

Challenges:

- Standardising production
- Driving efficiencies
- Need to reduce costs
- Challenging KPI reporting

Solution Delivered:

- Comprehensive transition plan
- Base automation services to sustain operations
- Management of systems
- System training on the multiple platforms
- Monthly reporting on KPI's

Our Solution

The first challenge that Zenith had to overcome was to ensure a seamless transition from the previous provider to the new offering. Zenith created a comprehensive transition plan and commenced providing services towards the end of 2011. The scope of work included base automation and MES services to sustain operations, management of systems to improve uptime, maintenance tasks, front-line support and general administrative functions such as training, investigation and validation support.

Zenith put in place a team of skilled engineers and a managed service lead to deliver the core maintenance and optimisation requirements across the facilities. These were supported with strong sponsorship from within the most senior levels at Zenith Technologies. Additional resources were brought in for small projects – typically anything up to €100,000 in value.

All of the core team of engineers were cross-trained to provide expertise across the multiple platforms so that there was no one point of weakness. This helped improve resilience and uptime. Standardisation was delivered across the facilities in line with the company's global initiatives, in particular in areas such as change control processes, preventative maintenance and computer system validation (CSV).

The Zenith Managed Services Team also created monthly reports for the client to provide detailed performance metrics against the KPIs as well as outlining all tasks taken by our engineers.



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Results and Benefits

Zenith delivered cost savings averaging around seven and a half per cent per year, helping its client to improve efficiency and profitability at the facilities. The Zenith team also helped to improve performance, stability and resilience at the sites by bringing in additional engineers at peak times to cope with demand.

The Zenith team also used its extensive knowledge base around automation and MES to help improve performance and achieve fast resolution to any issues. For example, a potentially serious fault with the DCS systems administration was resolved in less than a day thanks to the expertise and experience of a Zenith expert who had seen the problem before and was able to advise on a proven solution.

In particular, the Zenith team excelled when it came to providing additional value, delivering innovations to the value of between 7-10% of the contract value. These innovations were focussed mainly on accelerating production processes and identifying additional areas of improvement.

The Future

Having delivered an exceptional service in line with KPIs, and bringing in a raft of innovations that improved processes across the multiple sites, in late 2014 the Zenith team was rewarded with a further three-year contract extension. Our client highlighted our ability to deliver added value over and above the basic contract as a key factor in making this decision.

At a Glance

Results:

- Cost savings of between 7% - 10%
- Improved efficiency and profitability
- Improved stability and resilience
- Increased levels of standardisation
- System innovation focussed around accelerating production and identifying areas for improvement

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