

Justifying the business case for MES

Providing a complete and impartial evaluation of the potential benefits of MES, with recommendations for solutions and a comprehensive implementation plan

At a Glance

Company: Global Pharmaceutical Company

Location: Worldwide

Project Mission: Provide a complete and impartial evaluation of the potential benefits of MES, with recommendations for solutions and a comprehensive implementation plan

Product / Services: MES Consultancy & Planning

Challenges:

- Justify the benefits of implementing an MES Project
- Needed to evaluate an MES System and determine the appropriate solution

Solution Delivered:

- Full evaluation of the potential MES System
- Likely business impact, as well as resource and budget requirements
- Creation of reports tailored to needs of the different audiences

The Challenge

Our client specialises in producing pharmaceutical products for eyes, medical devices, lasers and eye wear. Since witnessing steady growth and an acquisition the company wanted to move towards a company-wide implementation of SAP across all of its 21 sites in the USA, Europe and Asia.

To achieve a full range of benefits from the SAP project, the company was also looking to implement a Manufacturing Executions System (MES) to replace paper based processes in up to 11 sites. These projects required a large investment, with the SAP costs in the region of \$250million and the MES costing up to \$16million. The client needed to ensure there would be tangible and immediate benefits prior to commencing.

Our client, lacking the expertise and experience in-house to properly evaluate MES, asked Zenith to evaluate the implementation at eleven sites to determine if it would be an appropriate solution, to determine the precise benefits that could be achieved, to recommend the ideal solutions and deliver a full implementation plan.

Our Solution

Zenith put together a team of experts with extensive experience in implementing, running and supporting MES systems to carry out the evaluation. The team visited the various sites, spending a week at each evaluating the existing manufacturing processes and ways of working.

The team adopted an initial assumption that MES might not prove a suitable solution and thoroughly evaluated whether the processes used at the site were mature enough to migrate to MES. The team looked at the likely business impact as well as the resource and budget requirements.

The Zenith team created a wide range of reports tailored to the needs of different audiences. For example, reports focused on the financial implications and budgets were produced for finance teams; technical reports were created for the client's engineering teams; and reports focused on organisational and implantation challenges were delivered to the project management teams.



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Results and Benefits

The reports created by the Zenith team delivered a comprehensive and impartial assessment of the potential benefits of MES at each of the sites, together with recommendations for the right solutions and vendors and a thorough plan for implementation, support and on-going maintenance. In effect, the client received a complete business plan for putting the project into operation.

The client benefitted from a thorough and impartial assessment which recommended an MES implementation only where there would be proven benefits – and these assessments were made using extensive experience of real world implementations within the client’s market sector. This process showed that in several of the sites the benefits that could actually be achieved were significantly lower than standard benchmarking might suggest, and the client was able to move forward with much more realistic expectations and more accurate budget forecasts.

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The Zenith experts delivered a detailed implementation plan complete with accurate budgets and schedules. Our client has now begun the process of implanting MES at a range of sites worldwide, beginning with three business units based in Belgium, Singapore and Texas.

The Future

Our client is now in a strong position to continue the rollout of MES across its sites to support its wider project of implementing SAP.

At a Glance

Results:

- Comprehensive and impartial assessment of the benefits of MES
- Recommendations for the right solution
- Best practice plan for implementation, support and maintenance
- Accurate information to budget and schedule information
- Client now implementing MES at a range of sites worldwide

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