



RESULTS AT A GLANCE

3

Sites across 2 continents

8-10%

Throughput improvement

Up to 20-40%

Reduction in cycle times for high volume products

18

Department-level gemba and shop floor management system deployments

Industries Served

Aerospace & Defense
Medical & Life Science
Sensors & Detection

Process Capabilities

Grinding, polishing, cementing
Vacuum coating, assembly
Micro, aspheric, block, prism

An Optics Manufacturer Optimizes Production In a Challenging Environment



A global supplier of optics and optical systems with annual revenue of \$250 million servicing Aerospace & Defense, Medical & Life Science, and Sensors & Detection industries, was looking to drive performance improvement transparency across multiple sites in a production environment with high process variability.

Compounding the challenge was a lack of consistent metrics, data integrity and production controls that made identifying and tracking financial and operational improvements difficult.

Argo's Actions

Working across three sites with a history of independent operations and diverse management cultures and behaviors, Argo partnered with our client to deliver an **8-10% throughput/efficiency improvement** over three sites in Europe and Asia by:

- Deploying **KPIs, visual management, and management systems and cadence** starting at daily shop floor metrics building up to global reporting levels
- Configuring barcode scanning of operations to support **full production control** to promote **accurate cost allocation, cycle time standards accuracy**, and valid **product profitability analysis** to confront eroding margins and loss of sales
- Increasing **machine utilization** by introducing downtime monitors, reporting tools, and kaizen events focused on **reducing setup times**
- Improving **S&OP process** through developing standardized capacity planning and forecasting tools, optimizing use of parameters and reports within SAP
- Focusing production engineering processes to improve **automation targets and tooling design** to decrease cycle times up to 40% and **improve quality** levels and process variability