



Amsino Medical Group

Better operations through transparency & measurement

Established in 1993 in California, USA, Amsino is a leading medical device manufacturer dedicated to advancing healthcare, worldwide. Their main products include equipment and devices across a broad surgical spectrum: intravenous, urological, respiratory, and enteral. Amsino's head-office is located in Shanghai, with 2 manufacturing sites, in Kunshan and, Songjiang. The AMSINO-RENOIR project' scope was the Kunshan manufacturing unit.

“Renoir brings additional support to our team to strengthen our focus on the operations, through greater transparency and measurement.”

Richard Lee,
Chairman

Key Results

Labor productivity improvement,

IV set department, improved from 50% to 85%,

Bag department, improved from 40% to 65%,

Better material delivery from warehouse to production area

Material accuracy improved to above 98%

ANALYSIS

The visible problem facing the plant was late deliveries and mounting backorders, which were exacerbated due to a plant relocation. A short Analysis, carried out by Renoir highlighted the following issues:

- Front line and mid-level management styles were passive, “fire-fighting” rather than proactively identifying and solving problems
- Management lacked a systematic approach in achieving its objectives
- Lack of focus on frontline workers efficiency and measurement
- Materials shortage was a critical factor, affecting production schedule adherence and efficiency
- Materials accuracy (both raw materials and in-process materials) - both quantity and location were highly inaccurate
- Production planning was not detailed and lacked transparency
- Staff turnover high, affecting both quality and efficiency
- Quality issue: the quality-pass rate was on the decline.
- Overall Labor Productivity was low with 38% and 45% in IV sets and bags section respectively
- The project management mechanism and structure used for the relocation of product manufacturing from one plant to another was found wanting.

PROJECT APPROACH

The Project was divided into 2 phases, covering production, materials and quality management and included the following objectives:

- Improve Labor Productivity
- Ensure materials accuracy and availability
- Reduce outstanding order backlog

Based on the issues identified, practical tools and systems were developed and installed quickly:

Production management:

- Refined and applied standard production time to all products
- 2-hourly follow up control board (Management by Walkabout) and Short Interval Control (on plan vs. actual)

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“Renoir was systematic in improving our production management control system.”

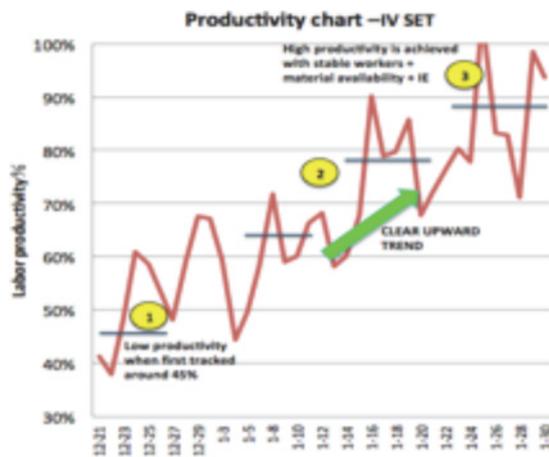
Forrest Zhang
Plant General Manager

- Installed “Daily Production Review meeting”
- Created transparency at the shop-floor with “Performance – Labor Productivity Chart”
- Installed new production reporting (Daily Production Report), focusing on root cause identification and action planning and control
- Installed “Lost time report” to highlight output opportunities
- “Shop floor production process optimizing (IE methodology)

Materials management:

A complete stocktaking (stock audit) on 4 material warehouses to verify and validate the ERP material data

- Idle or expired raw material identified
- Warehouse layout re-arranged to ease material flow and identification
- Installed the material request kanban, improving planning for materials.
- Optimized and reinforced the material delivery process to guarantee material arriving at production area on time.
- Quality management:
 - Performed Failure Mode and Effects Analysis (FMEA), resulting in greatly improved ‘Plan Control’ to reduce the in-process quality variance
 - Developed Quality Report to monitor quality closely and take corrective actions to continually reduce scrap rate



THE RENOIR GROUP

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