

ALCON

PUSH TO PULL

INTRODUCTION

- MY BACKGROUND
- ALCON ORLANDO TECHNOLOGY CENTER'S (OTC) BACKGROUND
- CHALLENGES
- PLAN
- SUCCESSES
- SUMMARY
- QUESTIONS

WHO IS SANDY SMITH?

- 23 Years in Manufacturing
 - 1 Year in Administration
 - 22 Years in Material Management
- Positions Held
 - Administrative Assistant
 - Expeditor
 - Planner
 - Sr. Planner
 - Master Scheduler
 - Supervisor, Inventory & Production Control
- Education
 - CPIM Certification
 - Bachelor Degree in Business Management

ALCON OTC HISTORY

- Autonomous – Start Up R&D Company for Medical Devices (Laser Refractive Eye Surgery Equipment)
- Summit – Acquisition in Spring 1999
- Alcon – Acquisition in Fall 2000
- FDA Approval in Fall 1998
- Commercial Release in Spring 1999

CHALLENGES

- Engineering vs. Manufacturing Culture
- Constant Design Change
- Low Volume
- Inconsistent Cycle Time
- 70% Inventory Accuracy
- Volatile Master Production Schedule
- Long Lead Time Components
- MRP Module Being Implemented
- Large Quantity Procurement for Product End of Life Support

PLAN

- Stage 1
 - Inventory Issues
 - Work in Process
- Stage 2
 - Bottleneck Identification
 - Reduction in Rework
 - Finished Goods Kanban Level

PLAN

■ Stage 3

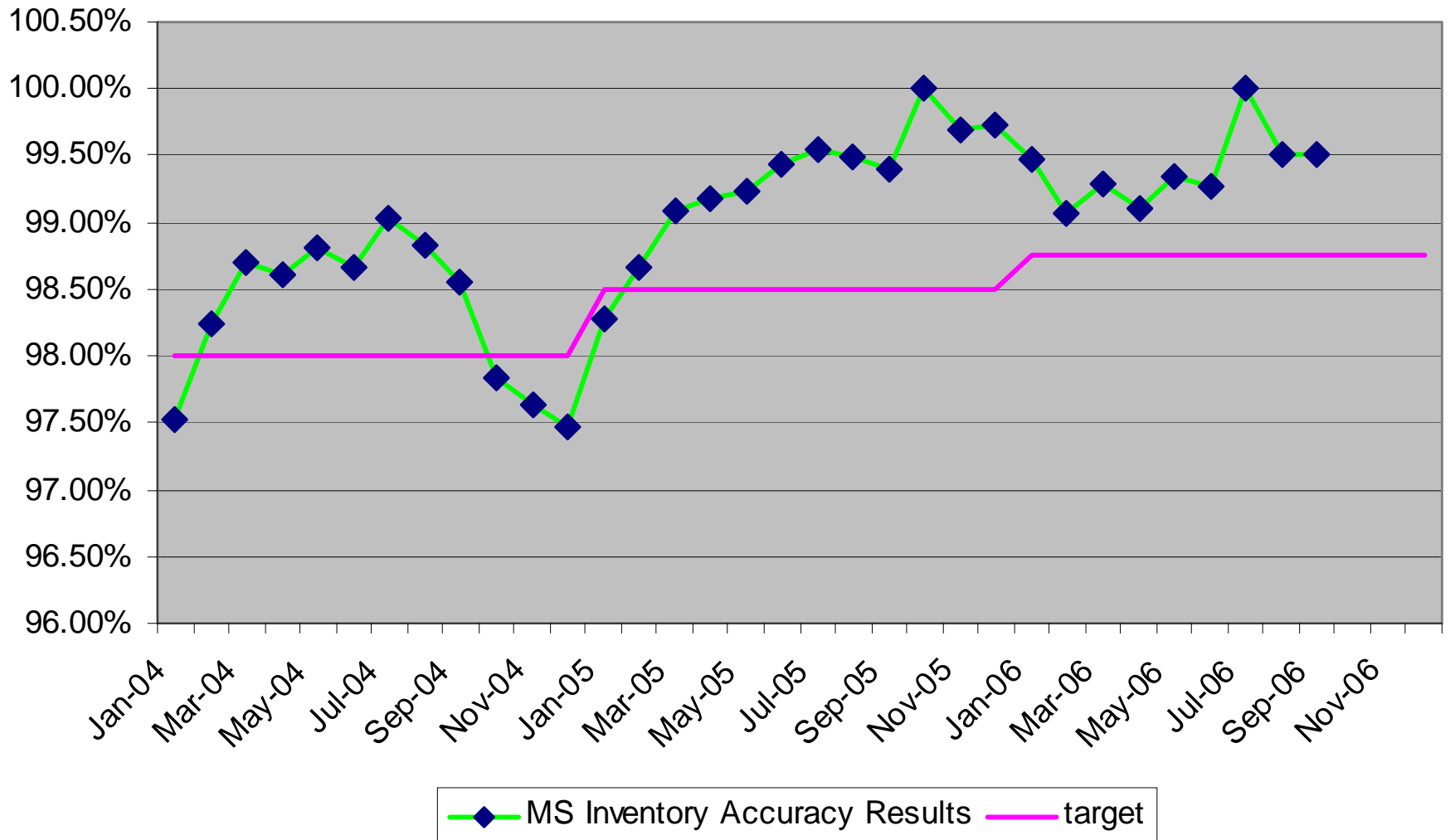
- Kanban Levels Established for In-House Builds
- Process Established for Eliminating Work Orders

■ Stage 4

- Inventory at Point of Use
- Vendor Kanbans Initiated

SUCCESSSES

INVENTORY ACCURACY



SUCCESSSES

WORK IN PROCESS REDUCTION

SUCCESSSES

FINISHED GOODS REDUCTION

SUCCESSSES

RAW MATERIAL REDUCTION

SUMMARY

- CONTROLLABLE PROCESS IDENTIFICATION
 - LOW HANGING FRUIT
 - LONG TERM PROJECTS
- MANUFACTURING TEAM EFFORT
 - ENGINEERING
 - QUALITY
 - PRODUCTION
 - MATERIALS
- TRAINING
 - ALL PERSONNEL
 - VENDORS
- ACHIEVABLE GOALS
 - REALISTIC
 - MEASURABLE

QUESTIONS

