

CASE STUDY

Solving a Faulty Machine Challenge for the Pharmaceutical Industry

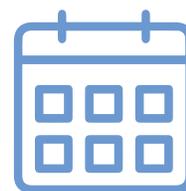
Norwalt Increases Production and Reduces Manufacturing Costs While Meeting Time Crunch Faced by Pharmaceutical Manufacturer

In the fall of 2020, a pharmaceutical company contacted Norwalt after a subcontractor failed its attempt at designing machines the company needed to fulfill a \$20M FDA contract. Two of the three machines lay in pieces, while the third struggled to produce at the necessary rate.

A leading pharmaceutical company found itself in a quandary. The company had hired a subcontractor to design machines it needed to manufacture a product requiring FDA approval with an extremely aggressive deadline. Unfortunately, it quickly became clear that there was a problem. When the first machine was delivered, it wouldn't run for a minute without stopping. It required three operators to run it and was producing at 10% OEE. The components for the second and third machines that were to be completed were in pieces.

The company knew it was in trouble. The project manager realized they would be unable to satisfy their deadline for when the FDA was sending inspectors to review the equipment. Without FDA approval, the manufacturer wouldn't be able to deliver on the \$20+M contract it had secured.

Running out of time, the pharmaceutical company contacted Norwalt.



8 Week
Turnaround
Time



Reduced Labor
Needed by
66%



Increased
Speed by
156x



Norwalt's Solution

The company contacted Norwalt, and CEO Mike Seitel was on his way to visit their plant the next day.

After examining the assembled machine and additional machine parts delivered by the subcontractor, Seitel recognized the challenge that this project presented. "The concept was wrong. There weren't enough stations in the base system to do the assembly properly," Seitel noted.

Despite the hurdles the challenge presented, Seitel knew Norwalt was up to the task. "Our ability to think and move quickly is one of our major strengths," said Seitel.

Working against the clock, Norwalt's team was able to put its heads together to rethink the entire process and, in less than 24 hours, to address the problem.

Norwalt engineers were able to redesign the system while still utilizing long lead components from the current system in order to make the timeline. In addition, Norwalt's supplier partnerships allowed all the newly designed components to be fabricated in the expedient manner necessary to meet the timeline.

Norwalt's Results

Norwalt came to the rescue of its customer with its cutting-edge ideas, delivering the solution within an extremely tight eight-week turnaround time. Norwalt quickly put a team together to meet the customer's needs, using its outside-the-box approach to solve a \$20 million problem.

Thanks to Norwalt's agile approach, one machine was delivered five days ahead of schedule. The second and third machines came in one day ahead of the agreed-upon delivery date. This gave the customer even more time to ensure everything was in place for the all-important FDA visit to secure approval and fulfill their contract.

The solution developed by Norwalt reduced the labor needed to run the machine by 66%. Upon installation, the team could see the machine was up to speed within the first 24 hours. It ran for hours at a time without stopping at 97.6% OEE and at a rate of 156 times faster than the original version. The system now runs at a 98% lights-out setting, allowing the customer to focus on other tasks with its labor force.

Norwalt's ability to provide the customer with a solution that met the FDA's stringent requirements helped turn the project into an ongoing relationship. By securing the trust of the customer, Norwalt has continued to work with them on additional projects.

To learn more about how Norwalt can help you achieve high-speed, high-volume production for your manufacturing facility, [visit norwalt.com](http://norwalt.com) or call **973.927.3200**.

