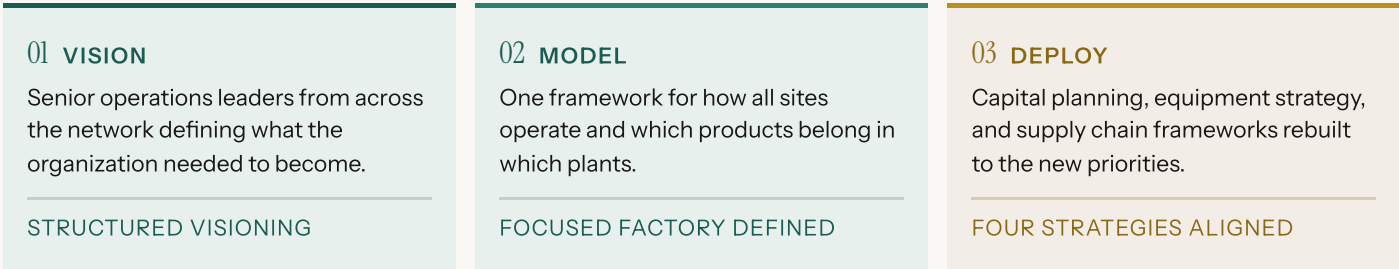
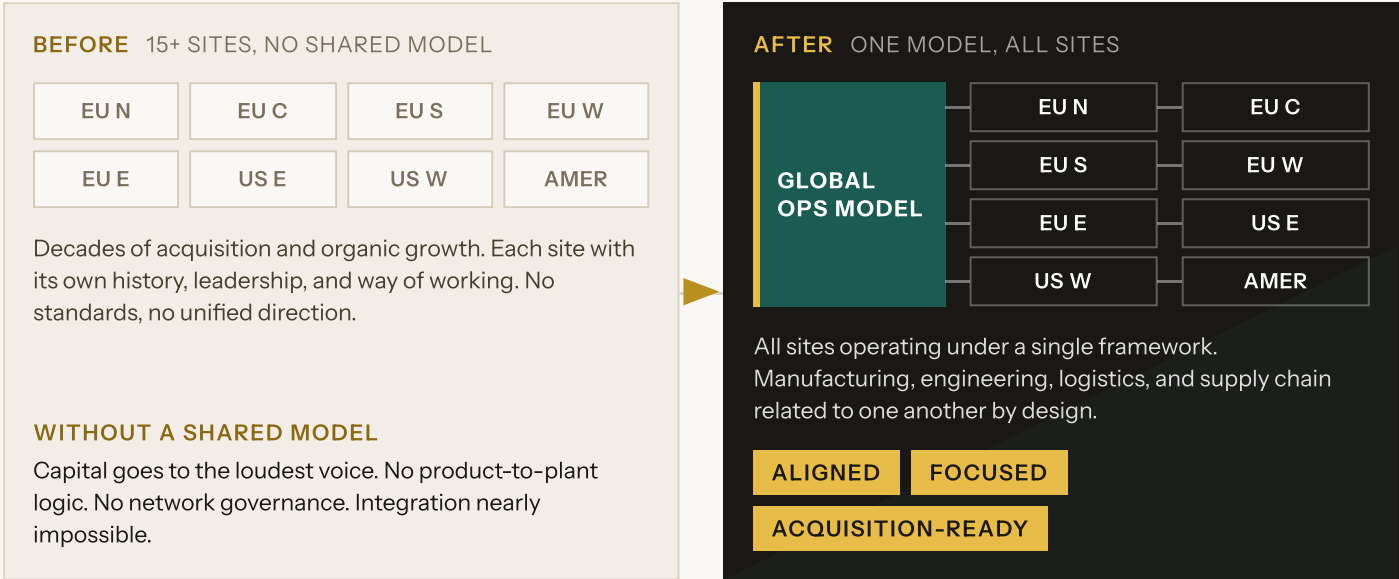


When every site operates by its own rules, you have plants, not a system

Operations strategy for a global medical device organization, from the office of the COO.

NETWORK TRANSFORMATION | FROM INDEPENDENT SITES TO ONE GLOBAL OPERATIONS MODEL



OUTCOME | When the acquisition came, the framework was already in place. The organization was integration-ready.

The organization ran manufacturing across more than 15 sites in Europe and the Americas. Each site operated largely on its own, with no shared operating model, no unified standards, and no common framework for how the network as a whole should function.

The problem was not that the sites were poorly run. It was that without a shared model, no one could make a coherent decision about where to invest, which plant should make which products, or how to govern the network as a single system.

Working in the office of the COO of Global Operations, the work was to build that model. It started with a structured visioning effort, then became the Global Operations Model: a unified framework defining how all sites would operate and what the focused factory model meant in practice.

Capital planning, equipment strategy, and supply chain and logistics frameworks all followed from the priorities the model set. The strategic clarity that came out of the work was also what made the organization integration-ready.