

Performance Management in Manufacturing

Optimizing Shift Handovers and Meeting Cadences

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Introduction

To achieve optimal manufacturing performance, organizations must use resources effectively, reduce waste and inefficiencies, and optimize the manufacturing process. As such, performance can be evaluated using a range of metrics, including productivity, quality, lead time, flexibility, and cost.

This eBook focuses on two critical aspects of the manufacturing process: shift handovers and meeting cadences. By emphasizing structured shift handovers with open communication and standardized procedures, manufacturers can ensure smooth transitions between shifts. Additionally, optimizing meeting cadences with data-driven discussions and cross-functional participation enables teams to identify improvement opportunities, enhance productivity, and maintain a focus on safety and quality compliance. With these practices in place, manufacturing organizations can achieve higher efficiency, engage employees more effectively, and sustain a competitive advantage in the dynamic manufacturing landscape.

Understanding manufacturing performance

Manufacturing performance can be broadly defined as the effectiveness and efficiency of a manufacturing operation. It refers to the process of measuring, monitoring, and improving the performance of manufacturing operations to achieve set goals and objectives. It involves a systematic approach that focuses on optimizing productivity, efficiency, quality, and overall performance in order to meet customer demands while minimizing production costs and lead times.

The importance of performance management

Performance management is of paramount importance for manufacturing organizations, as it serves as a comprehensive framework to optimize operations, enhance productivity, and achieve strategic objectives. By systematically setting clear performance goals, monitoring key performance indicators (KPIs), and conducting regular process performance reviews, manufacturing companies can identify inefficiencies, bottlenecks, and areas for improvement. This data-driven approach allows them to make informed decisions, allocate resources effectively, and continuously enhance their processes, ultimately leading to increased production efficiency, reduced operational costs, and improved product quality. Additionally, performance management fosters a culture of accountability, motivates employees to excel, and facilitates the alignment of individual and team efforts with organizational goals. In a fiercely competitive industry, effective performance management empowers manufacturing organizations to adapt swiftly to market changes, innovate proactively, and maintain a sustained competitive edge in the ever-evolving business landscape.

Key performance indicators and metrics to measure performance in manufacturing

Depending on the industry and product being manufactured, manufacturing performance metrics vary. While some metrics are universally applicable across industries, they provide valuable insights into the effectiveness and efficiency of the manufacturing process. Let's look at some important performance metrics.





Cost reduction

Through performance management, manufacturers can identify areas of waste, implement lean manufacturing principles, and reduce costs. Analyzing production data helps identify opportunities for operational improvement and cost-saving initiatives.

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Safety is a paramount concern in manufacturing, and including safety-related key performance indicators and metrics is essential to ensuring the well-being of employees and the overall success of the organization. KPIs such as the Lost Time Injury Frequency Rate (LTIFR), Total Recordable Incident Rate (TRIR), Near Miss Reporting Rate, and Safety Training Compliance provide valuable insights into the safety performance and effectiveness of safety programs. Regular safety audits, ergonomic risk assessments, and emergency response time measurements further contribute to mitigating potential hazards and promoting a strong safety culture.

Manufacturing organizations should carefully choose the KPIs and metrics that align with their specific goals and objectives, as these indicators provide valuable insights into various aspects of the manufacturing process, enabling businesses to identify areas for improvement and make data-driven decisions for continuous growth and success.

Examples of improving manufacturing performance

Every vertical of industrial manufacturing can benefit from a manufacturing performance improvement mindset. Below are a few examples of how various industries can enhance manufacturing performance:

\rightarrow Chemical industry

- Adopting continuous manufacturing processes for pharmaceuticals, which allow for real-time monitoring, precise control, and faster production with reduced batch-tobatch variations.
- Utilizing real-time data analytics to detect deviations and anomalies in chemical processes, enables timely corrective actions and reduces the risk of batch failures.
- Integrating advanced process control systems and automation to optimize process parameters, monitor equipment performance, and ensure consistent product quality.
- Implementing waste reduction strategies, such as solvent recycling and waste-toenergy conversion, to minimize waste disposal costs and improve the overall sustainability of operations.
- Adopting digital supply chain solutions, such as blockchain-based traceability systems, to enhance transparency, track materials, and verify the authenticity of raw materials.
- Utilizing predictive analytics and demand forecasting to optimize inventory management and minimize inventory holding costs.

\rightarrow Biopharmaceutical industry

- Applying Quality by Design principles to develop robust bioprocesses, focusing on critical process parameters to ensure consistent product quality and yield.
- Integrating advanced process analytical technologies, such as in-line sensors and realtime monitoring tools, to enable real-time process control, detect deviations, and facilitate continuous improvements.
- Establishing comprehensive quality management systems and adhering to stringent regulatory guidelines to ensure compliance with Good Manufacturing Practices (GMP) and other regulatory requirements.
- Conducting regular audits and assessments to continuously improve the quality and compliance of manufacturing operations.

\rightarrow Food and beverage industry

- Adapting smart manufacturing techniques to optimize energy consumption, reduce waste, and ensure food safety and traceability.
- Implementing automated quality control systems to monitor product quality and packaging integrity.
- Utilizing RFID (Radio Frequency Identification) technology to manage inventory efficiently and reduce product spoilage.
- Employing predictive analytics to forecast demand and adjust production schedules accordingly to minimize stockouts and overstocking.



Shift handovers: The backbone of performance management

In the realm of manufacturing operations, the significance of smooth and efficient shift handovers cannot be overstated. With production lines running 24/7 and teams working in shifts to ensure continuous output, the transition between shifts becomes a critical moment for the seamless transfer of information and responsibilities. Effective shift handovers serve as the backbone of performance management, enabling uninterrupted production, minimizing errors, and fostering a culture of continuous improvement. But before we jump into the best practices for optimizing shift handovers, let's take a look at the drawbacks of not doing so.

The drawbacks of verbal and paper-based shift handovers

Ensuring a seamless shift handover requires an adequate data collection method to make all relevant information available for the next shift. Unfortunately, in many cases, this process relies on verbal communication, leaving the success of the handover dependent on an operator's memory. Alternatively, some organizations use paper-based methods, which often involve recapturing data digitally, such as in Excel.

Verbal and paper-based shift handovers have inherent downsides, making them error-prone. Even when executed conscientiously, crucial information can be overlooked or forgotten by the outbound shift team. This is especially true when they are fatigued from labor-intensive duties.

Moreover, relying on paper-based shift handovers makes it challenging to store, aggregate, and analyze essential data related to key performance indicators (KPIs), machine settings, and other critical aspects of the production process. This lack of efficient data management can hinder the organization's ability to make informed decisions and drive improvements.

Best practices: shift handover processes

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Comprehensive communication

In manufacturing operations, where every minute counts, comprehensive communication during shift handovers is paramount. The outgoing shift team must provide a detailed account of ongoing production processes, current work orders, machine performance, and any operational challenges faced during their shift. This information equips the incoming team with the knowledge required to maintain production momentum without any hiccups. Utilizing communication tools such as shift handover logs or digital platforms can enhance the efficiency and accuracy of the information exchange.



Standardized documentation

A manufacturing environment demands consistency and precision. Implementing a standardized documentation process for shift handovers is crucial to ensuring that no vital details are overlooked or miscommunicated. This documentation should encompass critical data, including production figures, quality metrics, equipment status, maintenance schedules, and any incidents or near misses that occurred during the previous shift. Standard templates and checklists can streamline this process, enabling both outgoing and incoming teams to follow a structured approach.

Empowerment and accountability

Manufacturing operations thrive when each team member takes ownership of their role and the overall success of the process. During shift handovers, it is vital to empower team members to share their expertise and insights freely. The outgoing team should feel responsible for preparing the incoming team with all relevant information and addressing any concerns or potential issues proactively. On the other hand, the incoming team should be accountable for diligently reviewing the handover documentation, seeking clarifications when needed, and taking appropriate actions to meet production targets. \rightarrow

Continuous improvement

In a dynamic manufacturing environment, knowledge and skills are the keys to success. Conducting regular training sessions on effective shift handovers can significantly enhance performance. These sessions should cover technical aspects, such as using handover tools and documenting critical data accurately, as well as soft skills like active listening and effective communication. Encourage feedback from all team members to identify areas for improvement continuously. Regularly analyzing the shift handover process and implementing refinements based on the feedback received will lead to a more streamlined and efficient transfer of responsibilities.

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Consider shift overlap Though challenging to implement in some manufacturing settings, introducing a slight overlap between shifts can yield substantial benefits. During this overlap period, outgoing and incoming teams can interact face-to-face, promoting better communication and knowledge exchange. The outgoing team can provide real-time updates on ongoing production activities, share any critical insights, and offer guidance to the incoming team. This practice can minimize the risk of miscommunications and foster a sense of collaboration and teamwork.

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In the modern manufacturing landscape, technology plays a pivotal role in optimizing operations. Embrace digital solutions that align with your manufacturing processes and enhance shift handovers. Digital dashboards, realtime tracking systems, and communication platforms facilitate the rapid transfer of information and ensure data accuracy. Leveraging technology enables manufacturing teams to stay connected, make data-driven decisions, and address production challenges promptly.

Shift handovers are the lifeline of manufacturing operations, where continuous production and seamless teamwork are vital for success. By implementing these essential practices for optimizing shift handovers, manufacturing organizations can achieve uninterrupted production, minimize errors, and foster a culture of continuous improvement. The manufacturing context demands precision, efficiency, and collaboration, and an emphasis on the shift handover process reinforces these values. Embrace the significance of effective shift handovers, invest in training and technology, and watch as your manufacturing operations soar to new heights of productivity and excellence.



Meeting Cadences: Promoting collaboration and improvement in manufacturing

In the dynamic and fast-paced world of manufacturing, successful performance management relies not only on effective shift handovers but also on well-planned meeting cadences. These structured gatherings create opportunities for cross-functional teams to collaborate, discuss challenges, share knowledge, and align on improvement initiatives. Meeting cadences provide visibility, drive ownership, and foster a culture of accountability within the organization. In this section, we will explore the importance of meeting cadences and highlight some crucial elements to consider for their successful implementation.



Performance Management Meeting Matrix

Shift huddles and morning Gemba

At the heart of efficient production are frontline operators, who are in the trenches daily. Shift huddles, short meetings held at the start of each shift, bring operators together to discuss the previous shift's performance, current priorities, and any potential issues or safety concerns. These huddles serve as a platform for operators to share their insights and should be integrated into performance reviews and seamlessly conducted through electronic means. Emphasizing adherence to standard protocols over casual conversations or informal exchanges can ensure effective handovers. Prioritizing factual data and following standard procedures can transform these meetings into structured and efficient processes. Additionally, the morning Gemba walk, where managers and supervisors visit the production floor to observe operations, provides an opportunity for direct engagement with operators, gaining first-hand knowledge of the process and fostering open communication.

Superations Director / Site Leadership Team

Weekly meetings involving the operations director or site leadership team are crucial for aligning the organization's goals with its day-to-day activities. These gatherings provide a forum to review key performance metrics, assess progress towards targets, and address any emerging challenges. It also serves as a platform to celebrate successes and recognize outstanding contributions. Weekly meetings keep all levels of management informed, promote transparency, and facilitate agile decision-making.

Monthly meetings: continuous improvement projects identified by RCPs

To nurture a culture of continuous improvement, monthly meetings centered around projects identified by Responsible Care Persons (RCPs) are instrumental. RCPs are employees designated to own specific improvement initiatives in their respective areas. These meetings offer RCPs the chance to present their projects' progress, discuss roadblocks, and seek support and feedback from cross-functional teams. The collaborative nature of these meetings fosters innovation and empowers employees at all levels to contribute to the organization's growth and success.

Quarterly meetings: strategy review

Quarterly meetings provide a broader perspective by reviewing the organization's overall strategy and long-term goals. These gatherings involve top-level management and department heads, focusing on strategic planning, trends, and industry challenges. By assessing the company's direction quarterly, leaders can make informed adjustments to adapt to changing market conditions and capitalize on growth opportunities.

The benefits of tiered meetings

By implementing well-structured meeting cadences, manufacturing organizations stand to gain numerous benefits, including:

Enhanced collaboration

Regular meetings bring together cross-functional teams, fostering collaboration and breaking down silos. This enables a more holistic approach to problem solving and decision making.

Data-driven decision making

Frequent review of key performance metrics allows for data-driven decision making at all levels of the organization. This promotes accountability and ensures actions are aligned with organizational goals.

Continuous improvement

The focus on monthly continuous improvement projects empowers employees to identify and drive positive changes. This culture of continuous improvement boosts productivity and drives innovation.

Proactive strategy alignment

Quarterly strategy review meetings help the organization stay agile and responsive to market changes, ensuring strategic alignment and sustainable growth.

Employee engagement

Involving employees in meetings and improvement initiatives boosts their engagement and satisfaction, leading to a more motivated and productive workforce.

Meeting cadences are a cornerstone of successful performance management in manufacturing. These structured gatherings create an environment of collaboration, knowledge sharing, and accountability. From shift huddles to strategy reviews, each meeting serves a unique purpose in aligning teams, improving processes, and driving growth. By adopting an effective meeting cadence, manufacturing organizations can foster a culture of continuous improvement and adaptability, propelling them towards excellence and competitiveness in an ever-evolving industry.

Continuous improvement through performance management

As previously mentioned, continuous improvement is a fundamental principle that lies at the heart of successful manufacturing operations. In this section, we will explore the concept of continuous improvement in manufacturing, the role of performance management as a driver for continuous improvement, and the importance of implementing a feedback loop for ongoing performance evaluation. Additionally, we will discuss the significance of encouraging employee involvement in identifying and implementing improvements, along with the PDCA (Plan-Do-Check-Act) cycle as a powerful tool to facilitate continuous improvement initiatives.

The concept of continuous improvement

Continuous improvement, often referred to as Kaizen in the manufacturing context, is the relentless pursuit of incremental enhancements in all aspects of the production process. It involves identifying inefficiencies, eliminating waste, and optimizing procedures to achieve higher levels of productivity, quality, and customer satisfaction. Embracing continuous improvement as a core value empowers organizations to remain agile, competitive, and adaptable to market changes.

Performance management as a driver for continuous improvement

Performance management plays a pivotal role in driving continuous improvement within manufacturing operations. It involves setting clear performance goals, regularly monitoring key performance indicators, and analyzing performance data to identify areas for improvement. By aligning performance management with the principles of continuous improvement, organizations can create a culture that values data-driven decision making, accountability, and a relentless pursuit of excellence.

Implementing a feedback loop for ongoing performance evaluation

A crucial aspect of performance management is implementing an open feedback loop that enables ongoing performance evaluation. This involves regularly collecting and analyzing data to measure performance against established targets and benchmarks. The feedback loop allows organizations to identify trends, spot areas of improvement, and make timely adjustments to processes and operations. By utilizing technology and data analytics, the feedback loop becomes more efficient and provides valuable insights to inform decision making.



Encouraging employee involvement in identifying and implementing improvements

Employees are the backbone of any successful manufacturing operation. Encouraging their active involvement in identifying and implementing improvements is vital for sustained growth and success. Creating a culture that values employee ideas, fosters creativity, and empowers them to contribute to continuous improvement initiatives can significantly impact organizational performance. Regularly seeking input from frontline workers, who are closest to the processes, can lead to innovative solutions and foster a sense of ownership among employees.



The PDCA (Plan-Do-Check-Act) cycle for continuous improvement

The PDCA cycle is a powerful problem solving methodology that supports continuous improvement efforts. Developed by Dr. W. Edwards Deming, this cycle is also known as the Deming Cycle or the Shewhart Cycle. It provides a systematic and structured approach to making improvements, driving organizations towards greater efficiency, effectiveness, and excellence. Let's explore each stage of the PDCA cycle in more detail:



--> Plan

The first stage of the PDCA cycle involves planning and preparation. In this phase, the organization identifies improvement opportunities and sets specific and measurable goals. It requires a clear understanding of the current state of affairs, including key performance indicators, processes, and potential areas for enhancement. The planning stage entails creating detailed action plans that outline the steps to be taken, the resources required, and the timeline for implementation. It is essential to involve relevant stakeholders, including employees, in the planning process to ensure diverse perspectives and a greater chance of success.



This stage is all about implementing the action plans developed during the planning phase. Organizations begin executing the proposed changes, usually on a small scale or in a controlled environment, to test their effectiveness. This approach minimizes potential risks and allows for adjustments if necessary. During this stage, communication and coordination among team members are crucial to ensuring that the changes are executed accurately and consistently.

-> Check

After implementing the changes, the next step is to evaluate the results and measure the outcomes against the established goals and KPIs. The "check" stage involves data collection, analysis, and performance evaluation. Organizations compare the actual results with the targeted improvements to determine if the changes had the desired impact. If the results are positive and meet the set objectives, the organization can proceed to the next stage. However, if the outcomes do not align with the goals, it is essential to identify the reasons behind the discrepancies and understand any unforeseen consequences.

→ Act

Based on the findings from the "check" stage, the "act" stage involves taking appropriate actions. If the implemented changes were successful, the organization standardizes the new practices and implements them on a larger scale. Standardization ensures that the improvements become part of the standard operating procedures, leading to consistent and sustained results.

On the other hand, if the outcomes fall short of expectations during the "check" stage, it is time to refine the action plans and make necessary adjustments. This could involve modifying the approach, changing resource allocation, or incorporating new ideas to address identified issues. After making improvements, the cycle begins anew with a revised "plan" phase, restarting the PDCA cycle.

Benefits of the PDCA Cycle

→ Structured problem solving

The PDCA cycle provides a clear and structured framework, preventing ad hoc approaches and promoting methodical analysis and decision making.

→ Data-driven insights

Each stage of the cycle emphasizes the importance of data collection and analysis, enabling organizations to make informed decisions based on factual information.

-> Flexibility and adaptability

The iterative nature of the PDCA cycle allows organizations to continuously adapt and refine their improvement efforts based on real-time feedback and changing circumstances.

→ Employee engagement

Involving employees in the PDCA cycle fosters a sense of ownership and empowerment, as they become active participants in driving positive changes within the organization.

By systematically following the four stages of the cycle, organizations can make data-driven decisions, standardize successful practices, and continuously refine their processes. Embracing the PDCA cycle as a part of the organizational culture enables a relentless pursuit of excellence, leading to enhanced efficiency, increased productivity, and sustained growth in an ever-evolving business landscape.

When to use the PDCA cycle



The PDCA cycle is a versatile approach that can be applied to various processes, spanning different industries and types of organizations. Whether it's running a manufacturing plant, a restaurant, managing a project, or providing services, the PDCA cycle finds relevance across the board. The power of the PDCA cycle lies in its ability to guide organizations through essential steps to drive improvement:

→ Exploring and understanding effects in a controlled environment

The PDCA cycle encourages organizations to experiment with different solutions in a controlled setting. By doing so, they gain valuable insights into the potential effects of each solution before implementing it on a larger scale. This approach minimizes risks and enables better decision making.

→ Minimizing waste through small-scale testing

Before fully implementing changes, the PDCA cycle advocates testing them on a smaller scale. This strategy helps organizations identify and rectify potential issues or inefficiencies before committing resources to full-scale implementation. The focus on minimizing waste ensures the efficient use of resources.

→ Testing and identifying the most effective improvement

The PDCA cycle allows organizations to test and compare various ways of improving a process. Whether using <u>Total Quality Management (TQM)</u>, <u>Six Sigma</u>, <u>5 Whys</u>, or other improvement methodologies, organizations can determine the most effective approach tailored to their unique needs.

However, it is important to recognize that the PDCA cycle requires long-term commitment and resilience. Implementing incremental changes may, at times, make progress feel slow or stunted. Patience and perseverance are essential to reaping the benefits of continuous improvement.

The PDCA cycle is an ongoing, never-ending process. There is no predefined number of times an organization should go through the cycle before reaching a conclusion or solution. Instead, it becomes ingrained in the organization's culture, guiding how they consistently improve their products, services, or processes.

Leveraging technology for enhanced performance management

Leveraging IT software and cutting-edge tools enables organizations to make data-driven decisions, improve process visibility, and optimize operations. In this section, we will delve into the role of IT software in performance management in manufacturing, the utilization of real-time data collection and analytics tools, the benefits of automation and digitization in performance tracking and reporting, and the implementation of dashboards and visualizations for easy data interpretation.

The role of IT in performance management in manufacturing

IT software is at the core of performance management in modern manufacturing. Advanced software solutions empower organizations to gather, analyze, and interpret data more effectively than ever before. From enterprise resource planning (ERP) systems to manufacturing execution systems (MES), software applications provide comprehensive tools to manage all aspects of production, including scheduling, resource allocation, and quality control. By integrating various software solutions, manufacturers can gain a holistic view of their operations, making strategic decisions with greater precision.

→ Utilizing real-time data collection and analytics tools

Real-time data collection and analytics are instrumental in optimizing performance management in manufacturing. Thanks to sensor technology and IoT devices, manufacturers can capture data from machines, equipment, and production lines in realtime. This influx of real-time data enables quicker detection of anomalies and deviations, allowing organizations to respond promptly to issues and implement corrective actions. Advanced analytics tools process this data to identify trends, predict future performance, and uncover insights that were previously hidden in the vast amounts of data generated by modern manufacturing processes.

→ Automation and digitization of performance tracking and reporting

Automation and digitization streamline performance tracking and reporting, reducing manual effort and human errors. Tasks like data entry, report generation, and performance monitoring can be automated, freeing up valuable time for employees to focus on more strategic activities. Digitization of performance records ensures data accuracy, accessibility, and easy retrieval, enabling seamless sharing of information across departments and teams.

→ Implementing dashboards and visualizations for easy data interpretation

Dashboards and data visualizations are indispensable tools for interpreting complex data sets quickly and efficiently. By presenting data in a visual format such as graphs, charts, and heatmaps, dashboards provide an easy to understand snapshot of key performance metrics. Manufacturing leaders can access real-time insights at a glance, facilitating faster decision making and a rapid response to changing conditions. User-friendly dashboards allow stakeholders at all levels to drill down into data, enabling better collaboration and alignment across the organization.

Leveraging technology is essential for enhancing performance management in manufacturing. IT software, real-time data collection, analytics tools, automation, and digitization revolutionize the way manufacturers monitor, analyze, and interpret performance data. These technologies enable organizations to optimize their operations, achieve higher levels of efficiency and productivity, and make data-driven decisions to remain competitive in an ever-evolving industry. By embracing technology as a key ally in performance management, manufacturing enterprises can unlock new opportunities for growth and success in the digital age.



Conclusion

One of the reasons humans can achieve so much is our ability to share ideas, information, and instructions. We use multiple methods of communication to allow us to collaborate with team members to break down silos so that all involved in operations and maintenance are equally participating with the same and most up-to-date information.

As shift handover is a critical moment in a 24/7 operation, it must be conducted in a way to increase safety and ensure that maintenance activities can be performed efficiently. Imagine that planned maintenance activities on a Monday morning require certain conditions for an asset, like a cool-down process lasting several hours. This activity must be started by the Sunday night shift to not hinder the progress of the maintenance team or impact maintenance if conducted by external contractors.

Performance management is an essential pillar of thriving manufacturing operations. By prioritizing shift handovers and meeting cadences, you can unlock the full potential of your workforce, foster seamless communication, and pave the way for continuous improvement.

Technology, such as a manufacturing business intelligence solution, can play a pivotal role in fostering this collaborative environment. By facilitating communication between shifts and breaking down barriers, this type of solution effectively manages, monitors, and optimizes processing plants, work activities, operations, and production assets. Offering a real-time view of work progress, it can also efficiently track the status of incidents or anomalies in routine operations, enhancing overall efficiency and productivity.

Armed with the actionable strategies and best practices provided in this eBook, you are now well prepared to implement a robust and effective performance management framework in your manufacturing organization.

About EviView

In today's business landscape, where efficiency is paramount, it is astonishing that many manufacturing companies still rely on outdated tools like whiteboards for recording information during shift handovers on process lines. Recognizing this information shortfall, EviView was established in 2015 with a mission to eliminate inefficiencies using an advanced analytics platform.

EviView believes in providing a comprehensive solution. This led us to develop our cuttingedge software designed to store crucial metrics and statistics in a single, centralized location. Our focus is on serving manufacturers and helping them enhance factory production processes.

Today, EviView collaborates with medium to large-sized pharmaceutical, biotechnology, and chemical manufacturers worldwide to optimize process performance. Thousands of users interact with our software daily, capturing essential metrics and gaining valuable insights into process performance. By enabling informed, data-driven decision making, we empower our clients to improve efficiencies and minimize production downtime.

In summary, a system like EviView will deliver the foundation necessary to create an environment that elevates collaboration and communication among all team members and will help process manufacturers manage, monitor, and optimize plants, including work activities and operations and production assets.

For all plant operations, regardless of the level of their automation, internet of things (IoT) instrumentation, machine learning (ML), or predictive maintenance, knowledge can be pulled for analysis from any human contact point in a process. With empowered and connected teams, process-driven information sharing will ensure safe and efficient operations.

Schedule a call with one of our experts, and we'll show you how our platform can be tailored to address your unique needs and challenges.