

CREGANNA

MEDICAL DEVICES



Skills for Increasing Competitiveness in a Global Economy

Ian Quinn

Products, technologies and services for minimally invasive delivery devices

I Quinn

- I Quinn is Chair of Creganna and of MicroMan.
- MicroMan is an association of Companies, Institutions and Individuals in Ireland with an interest in micro-manufacturing.
- C

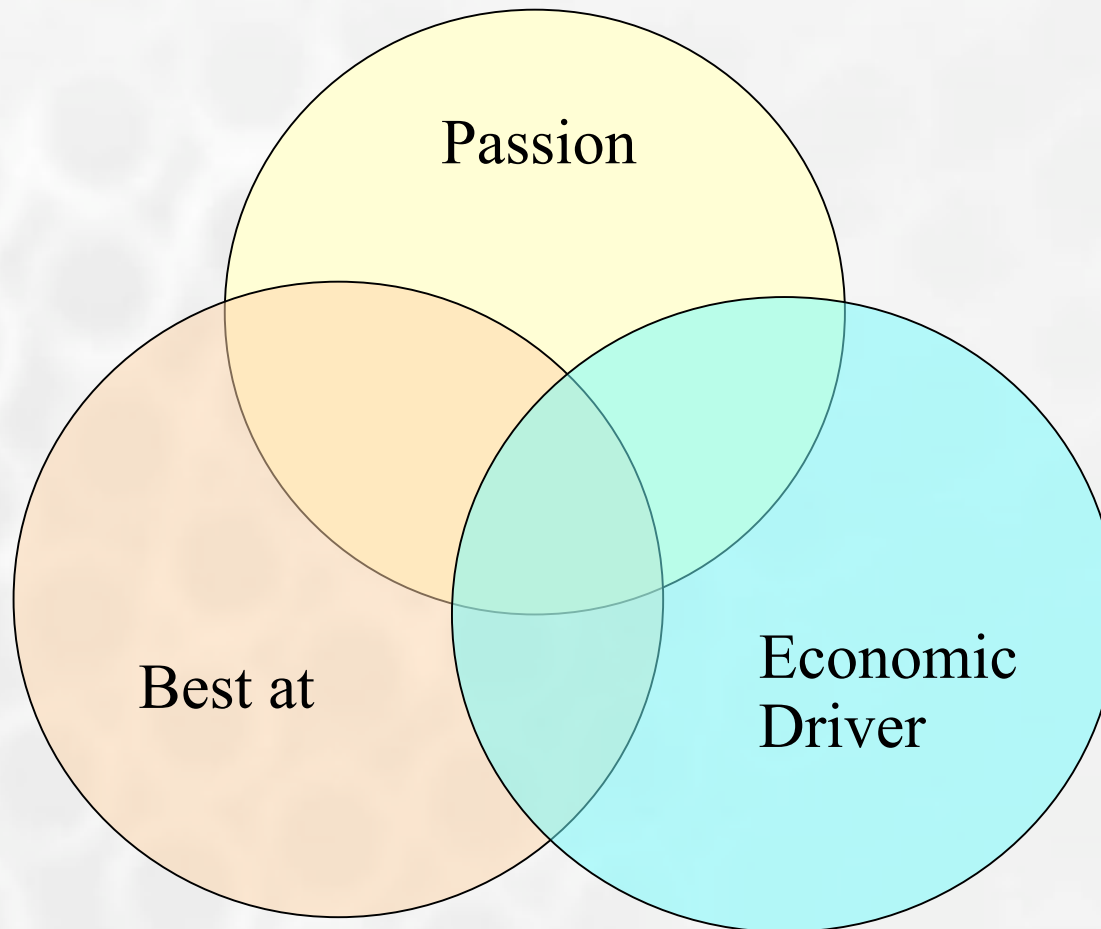
Creganna Medical Devices

- Creganna Medical Devices provides products, technologies and services for access devices.
 - Serves the devices industry.
 - 450 people.
 - Galway and Marlborough, MA.
 - Contract Design Services.
 - Prototype Services.
 - Engineering and Production.
 - Innovation Centre.
 - Growing rapidly
 - Creganna competes on a world basis and leads one segment.
- C

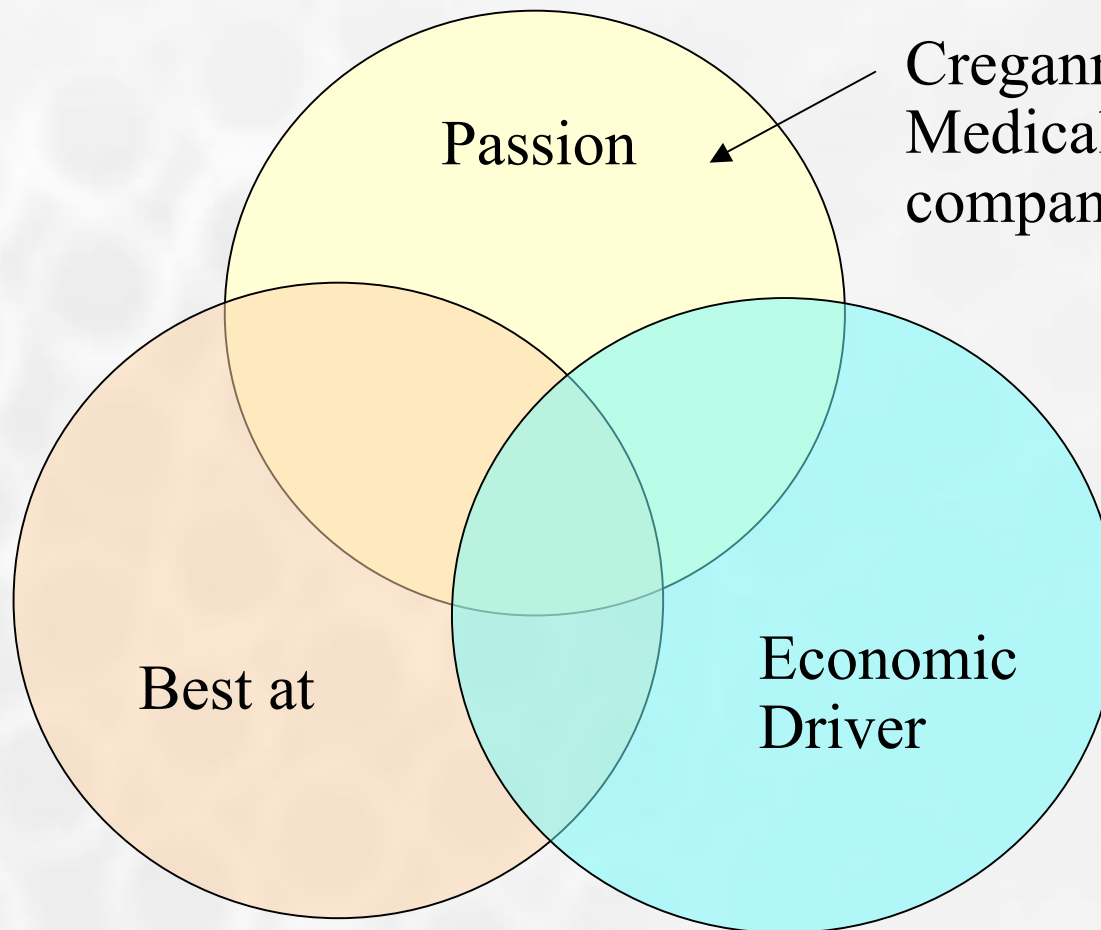
Basics → Competitiveness.

- Nothing works unless the basics are right.
 - Strategy
 - Execution
 - Culture
 - Structure
 - Leadership
 - Talent
 - Innovation

Strategy See 'Good to Great' by Jim Collins

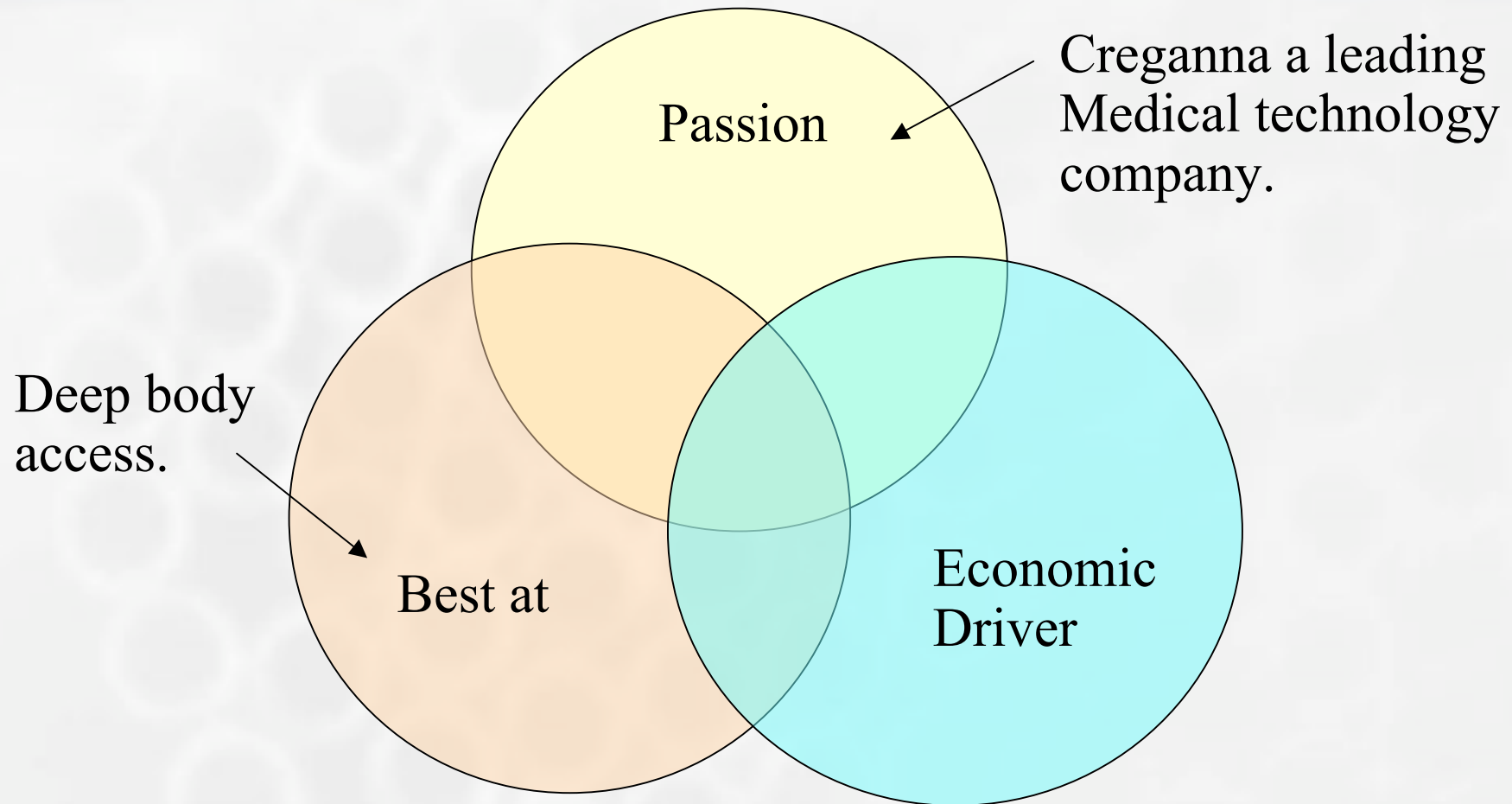


Strategy See 'Good to Great' by Jim Collins

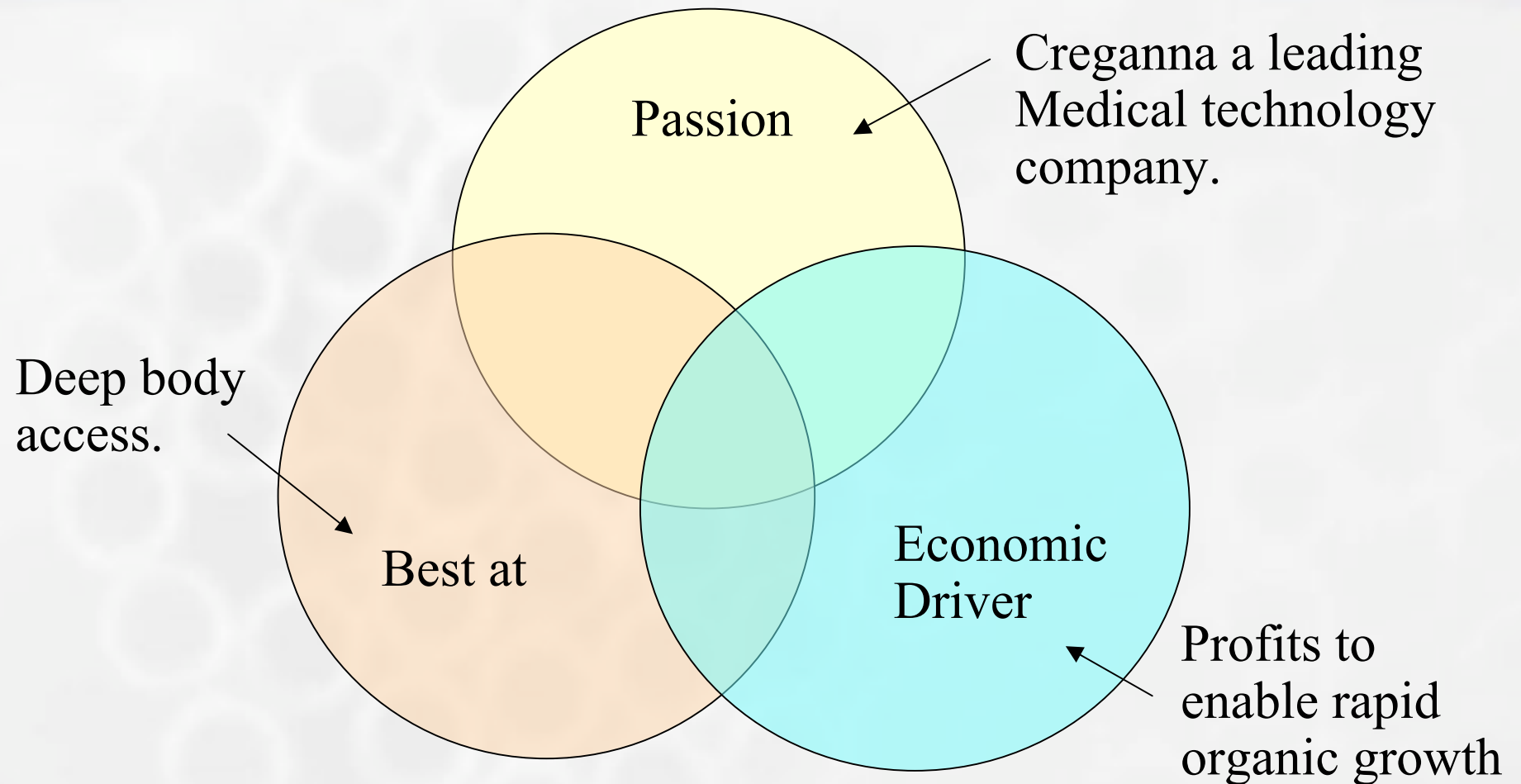


Creganna a leading Medical technology company.

Strategy See 'Good to Great' by Jim Collins



Strategy See 'Good to Great' by Jim Collins



Strategy

- Clarity
 - Starts with a clearly stated value proposition.
- Communicate
 - Staff
 - Customers
 - Other stakeholders.

Execution

- Not what but how!
 - It must be well done.
- Must have productivity improvements.
 - Must be significantly greater than the industry average.
 - Lean - a methodology for the elimination of waste.
 - Micro-manufacturing.

Culture

- Performance Oriented
 - Pay related to performance.
- Thinking 'Customer Satisfaction'.
- Open
- Honest
- Innovative
- Flexible

Structure

- Simple
- Flat
- Lean

- Oriented to execution of the strategy. No more.

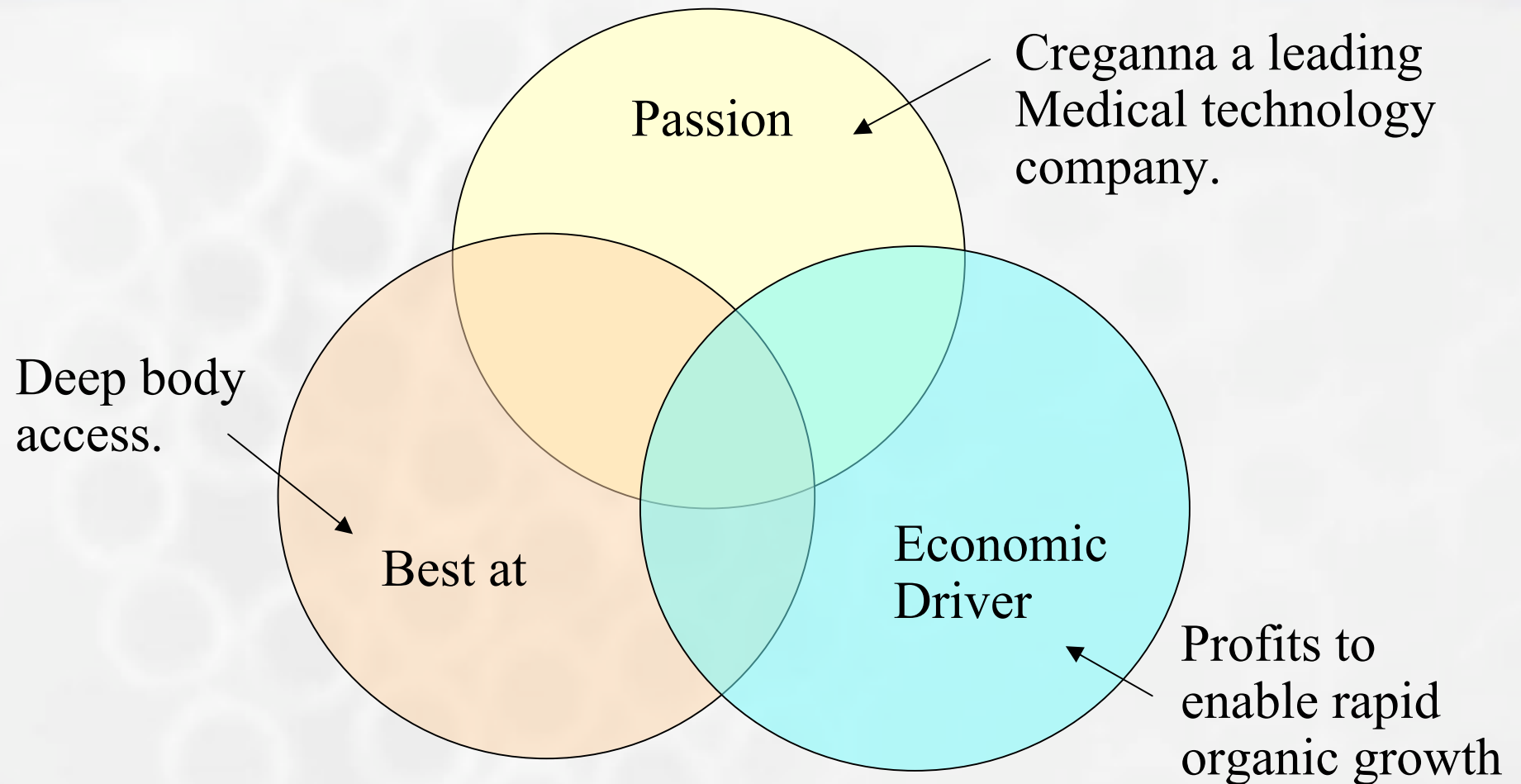
Leadership and Talent

- The 'right' people in the right seats in the bus.
- Hold onto the good ones and find more.
- Can have 'right' people in the 'wrong' seats – move them.
- Can have the 'wrong' people on the bus.

Innovation

- Try to develop products that really make a difference.
- Be disruptive. ('The Innovator's Dilemma') by Clayton Christensen.

Strategy See 'Good to Great' by Jim Collins



It is not easy!

- Getting 75% there might take an organisation 5 years.
- It has taken Creganna 5 years to change the culture and passion from a 'job shop' to a Medical Technology Company.
- Lean thinking will take 5+ years to become embedded.
- Avoiding temptations is difficult.

Competitiveness.

- Product and service offerings.
- Unique offerings.
- Cost.
 - There are no protective barriers.
 - There are no intervention stocks.
 - There is complete exposure to competitors.
 - Lean.
 - 25% to 40% cost reductions per round.
 - Do that three times.
- What about low cost countries?

Manufacture in low cost countries.

- It is appropriate in come cases where:
 - There is a high and unavoidable labour content.
 - Closeness to the market is not critical.
 - Risks are acceptable.
 - Making shirts.
- Remember that you are then part of the mechanism by which workers become highly paid.
 - Engineers becoming expensive in China.
- Creganna found that it would not work in some cases.
- If it is the competitive solution – do it.

What are the Skills?

- Understanding that a strategy is needed.
- Developing a strategy.
- Understanding the strategy.
- Sticking to it.
- Developing the right culture.
- Execution.
- Lean manufacturing.
- Lean management.
- Thinking 'customer satisfaction'.

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