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Thai Optical Group
Case Study

Commitment and precision ensure a timely Lab Management System installation.

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About Thai Optical Group

Company size:
Large, 1,600 employees

Location:
Nonthaburi, Thailand

TOG provides edging, mounting, special coating, prototyping and casting production for B2B customers, including independent retailers, retail chains, wholesalers and lens manufacturers. TOG runs more than 6,000 jobs a day and ships products to over 50 countries worldwide. The company conducts its business as an Original Equipment Manufacturer (OEM), and markets its products under brands such as TOG, Excelite™, One, Discovery, Freedom, Zaphire, Bluloc, Zenith and Zense.

Overview

Thai Optical Group (TOG) was looking to update and improve its lab manufacturing process and replace its existing Lab Management System (LMS) and Lens Calculation Software. The company goal was to implement a solid and scalable LMS, which would adapt to its diverse lens portfolio, enhance processes and allow production growth in the medium term and long term. TOG purchased Innovations to manage the production, inventory control, billing and invoicing for third-party companies. The LMS went live in March 2020, following six months of planning and no manufacturing downtime.

Two teams, one goal
Russell Gagain, Senior Project Manager at Ocuco's Lab Division, concludes that completing the project on time and ithin budget was possible because the teams aligned and agreed on a shared, detailed objective. Mr. Pandechudom, TOG's Project Manager, worked alongside Russell in a very hands-on way and also tracked his team's progress closely, quickly addressing any constraints. Trust was another essential factor.

Both teams had a chance to get to know each other (and even became friends!) during face-to-face training sessions in Thailand and the USA.

Left to right: Russsell Gagain, Senior Project Manager - Ocuco; Kyle O'Toole, Software Engineer - Ocuco; Yodpha Boodsayasakul, IT Manager - TOG; Kanatnan Chalermsuk, Customer Service Manager - TOG; Chalit Korungraung, Production Manager - TOG; Mr. Werasak Pandechudom, Project Manager - TOG.

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Pain Points

According to Mr. Sarath Teganjanavanich, TOG's Vice President of Business Planning, the group was using two different systems instead of one LMS. The first was developed in-house about 15 years ago and provided core management functionality. As the group continued to grow steadily over the years, the system could neither withstand the planned production increase nor feed management detailed productivity reports. The group also faced issues when there was a change in product portfolio or business flow based on customers' highly customized requirements due to the OEM nature of business.

The second software TOG had in place at the time was used for lens calculations. This system's problems included some limitations on adapting to the various parameters needed to service its diverse customer base without human involvement. "We were looking to adapt the way we make lenses based on our customers' requirements. For example, one customer needed lenses from -6.00 to +6.00," describes Mr. Teganjanavanich. Additionally, TOG prioritized IT integration with both existing and new customers. The group had recently invested significantly in a new Rx automation line from Schneider. Therefore, it was necessary to ensure that the LMS would integrate seamlessly with this new equipment.

**Mr. Sarath Teganjanavanich
Tog Vice President Of Business Planning**

Mr. Teganjanavanich oversees the corporation's strategic planning and develops new business for the company.

He holds an MBA from Duke University - The Fuqua School of Business.

Decision Process

TOG's senior management, lab manager and IT team were involved in the process that resulted in choosing Innovations as the group's LMS. Mark Dolan, Ocuco's Business Development Manager in Asia, kickstarted the partnership by arranging an Innovations demo for the TOG team. Mr. Teganjanavanich admitted that TOG initially had little knowledge of the potential for custom configuration or exclusive features within Innovations. Additionally, he emphasized that a critical factor in choosing Innovations was the LMS's ability to cope with the production growth the group was projecting. "At the end of the day, we focused on the scalability," he explained.

The TOG team visited labs in China and in the USA which were already using Innovations to observe Ocuco's LMS in action and get an impartial opinion about the software. Before making a final decision, management also got in touch with other LMS providers. "We had considered other options, but honestly, they were not of the same scale. When we compared other lens calculations software to Innovations, we realized that they were not what we were looking for," says TOG's VP of Business Planning.

Innovations' flexibility was the decisive factor for TOG. Mr. Teganjanavanich emphasizes that "with the system's flexibility, we could design and engineer parameters by ourselves, to make it reflect evolving processes as the business grows. The most versatile feature in Innovations, which we believe differentiates it from other systems, is the Rules Engine. We have been trained to adjust these settings by ourselves. This allows us to work creatively and experiment. It delivers flexibility to our customers and efficiency in how we operate."

"When we started the process we completed 5,000 to 6,000 jobs per day, and in 2021, the goal is to reach 10,000 or 12,000 jobs per day. The Ocuco team assured us that scalability was not an issue, as some of the world's largest labs that use Innovations had proven that."

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Installation

Ocuco's team completed the Innovations configuration and installation for TOG within six months, without disrupting ongoing production. The deadline was crucial for TOG. Both sides worked diligently to meet it.
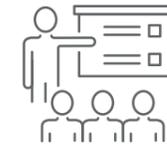
Requirement Collection and Planning

During this phase, Ocuco's product specialists went to the TOG lab to thoroughly understand its operation. A kick-off meeting with key stakeholders from TOG and Ocuco's Lab Division aligned expectations for the project. A project management tool tracked the implementation progress.

Training

TOG assigned subject matter experts (SME) to all aspects of the two-week training at Ocuco's Lab Division Headquarters in Florida. The format allowed for training in the morning, followed by hands-on, practical sessions in the afternoon. The SMEs were then tasked with training their colleagues in Thailand.

Configuration and Build

Russell Gagain, Senior Project Manager, explains that the commitment to deadlines from the TOG team was critical: "We had weekly tickers, including updates and progress marks on all tasks. Everyone involved in the process knew what was happening." Mr. Teganjanavanich comments that the 12-hour time difference acted as a motivator: "If we missed one day, we would have been two days behind. We tried to complete as many deliverables as we could on time." Mr. Werasak Pandechudom, TOG's Project Manager, explains that each team member had clear goals and tasks. If someone could not accomplish them, the issue would be analyzed and solved quickly to keep the project on schedule.

Deployment

Innovations went live in TOG on March 4, 2020, following a month of planning, four months of tailored configuration, training and testing and a week of installation. On activation day, TOG moved a significant number of jobs to Innovations. Mr. Teganjanavanich reported, "We found some unexpected issues that were not apparent while we were testing. Those minor details were solved by the end of the day with the help of the Ocuco Support Team".

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Results

Since Innovations went live in March 2020, TOG has benefited from:

Increase in Automated Processes

Innovations automates jobs. Now, only 5% of jobs must be reviewed manually compared to 20% before TOG installed Ocuco's LMS.

Enhanced Tracking Transparency

With the Job Tracking module, TOG can track jobs along each step of the production process through aligned machines, computers and scanners, providing constant transparency to management.

Expanded Versatility

The exclusive Rules Engine frees TOG to set parameters according to its customers' needs. It can create rules using job data to influence any aspect of production automatically, from manufacturing to outsourcing.

Detailed Reports

Innovations provides information on every production aspect. "We use this information to brief/debrief the team, investigate issues, compare performances and understand precisely what each person does," reports Mr. Teganjanavanich.

Quality Support

JIRA, Ocuco's support management tool, allows simple communication and monitoring of logged tickets. Support responds and resolves queries within 24 hours or less. JIRA also works as a channel for general questions to Innovations' specialists.

Return on Investment

Innovations detailed reporting system impacts on productivity control levels and the smaller semi-finished blanks, resulting in cost reduction.

Scalability

Innovations is flexible and adapts to TOG's jobs as they grow in numbers.

Arrange your demo today.

Email: Sales@Ocuco.com
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