



Phased Operational Improvement

Problem:

- The need for significant operational performance improvement arose to deliver the client's strategy for growth and improved operating margins
- A high percentage of materials, both offshore and in the UK, was being managed on a material system that the volumes of stock and transaction had outgrown

Objective:

- To carry out a detailed diagnostic of the current state value stream from order receipt to dispatch
- To develop a future state design from the diagnostic findings that can deliver the growth and margin targets for the future years
- To establish an implementation road map that can be evolved and sustained, working closely with the team to ensure gains are sustained and investment is managed within capital budgets

Solution:

- Introduced changes over a phased period, starting with a new stores structure and layout
- Stores structure designed to support bulk offshore deliveries linked to a visual replenishment system and quick-pick bin solution close to dispatch
- Expanded existing business system to incorporate new locational kitting process and automated production planning
- New sales order release process to reduce processing time and allow same-day and next-day deliveries
- Designed and installed 9 new production lines based on single-piece flow lean principles
- Supported organisational development through coaching and recruitment assistance

Results:

- 30% growth delivered with existing headcount
- Expanded stores and warehouse areas, with plans to integrate into adjacent building when available
- 95%+ on-time delivery and right-first-time quality controls