



ASSESSMENT

Manufacturing & Operations Performance Optimisation

TYPICAL IMPROVEMENTS

Domestic Heating Company

WIP Levels 67% reduction
Distance travelled by products 79% reduction

Glassware Manufacturer

WIP levels 63% reduction
Product lead time 43% reduction

Food Producer

Product changeover reduction £826k pa savings
Product waste reduction £406 pa savings

Toy Manufacturer

Reduction in Changeover times 50% reduction
Non-value added activities 25% reduction

Healthcare Company

Material handling 57% reduction
Non-value added activities 25% reduction
Production personnel required 19% reduction

Storage Solutions Manufacturer

Material handling 50% reduction
Non-value added activities 21% reduction
Overtime 75% reduction
Distance travelled by product 38% reduction

PLANNING & SCHEDULING

Review the Forecasting, Planning and Scheduling functions, assessing the tools used and assumptions made during these activities with regards to lead time, capacities, constraints, costs, complexities etc either at plant level or across several sites.

MATERIAL MANAGEMENT

Reviewing the activities involved in the management of raw materials, goods and services for the manufacturing operations. This may include the analysis of BOM accuracy, raw material and WIP levels and vendor performance evaluation. The activities, timing and data involved in supporting product promotions and new product introduction are also reviewed.

RESOURCE MANAGEMENT

The review of the organisation with regard to roles and responsibilities, management styles, recognition & management of required skills, organisational structure, problem solving and communication between the various levels within the organisation.

EXECUTION

The review of manufacturing and/or assembly functions to meet customer or market demands taking into accounts all aspects of the manufacturing and assembly processes. Areas to be considered are conformance to plan, ability to meet quality standards, material movements and material/product flow, plant layouts, WIP locations, changeovers, suitability and reliability equipment and predictability of the functions to perform, depending on the scope of the assessment. The principles of Lean Manufacturing either in a review of its implementation or its suitability within specific areas of the operation are also performed.

REPORTING

An assessment of methods employed in reporting of production and/or assembly activities. Looking at the KPIs, the current levels of performance, the reporting of variances, the suitability of the measures in place, the visibility of performance indicators and the ability to react and resolve performance issues.

ENGINEERING & QUALITY

The assessment of the aspects of Quality and Engineering within the organisation and its progress in reaching a Continuous Improvement environment. Looking at the levels of re-work and waste, product concessions, BOM and process routing accuracy, equipment efficiency and reliability and the approach to maintenance (TPM PPM).

Can you identify any of the issues below in your manufacturing operations?

Struggling to improve service levels to customers or markets
 Response time to meet customer or market demand
 Unpredictable product quality
 High levels of rework & waste
 Regular changes to production plans & schedules
 High amount of WIP
 Increasing costs
 Smaller batch quantities and increased changeovers
 Regularly needing overtime to meet customer orders
 Inventory obsolescence
 These are just a few of the issues that many operations suffer.

We can fix all these and many others that you will not have noticed, but are contributing to:

- ▶ High cost of operations
- ▶ Poor use of resources
- ▶ High cost of product
- ▶ High resource levels needed to sustain service levels

Planning & Scheduling	Material Management	Resource Management	Execution	Reporting	Engineering & Quality
Forecast Accuracy	Order lead times	Labour capacity modelling	Conformance to schedule	KPIs & Management Dashboards	Planned Preventative Maintenance (PPM)
Plan stability	WIP & BOM review	Roles & Responsibilities & Flexibility	Overall Equipment effectiveness (OEE)	Lead & Lag indicators	On-line maintenance
Customer demand profile	Unpredictable quality	Sickness & Absence	SMED	Downtime analysis	Mean time between failure
SKU stability, volatility & profitability	NPD & Promotions	Up-skilling	Changeovers	Corrective Actions	Scrap & Rework
Days of cover	Shelf life & Stock Rotation	Overtime control	Waste & Yield & Giveaway	Variances to budget / standards	Skill Transfer to operatives
Production standards	Stock & Packaging management	Managerial styles	Line balancing	Standard Operating Procedure	Continuous improvement plans
Run lengths / sequences & changeovers	Supplier Assessments		Layout optimisation	Customer Satisfaction – OTIF, etc.	
			Visual Aid Management		