

40% productivity increase and 100% customer satisfaction rating achieved in world's longest established ejector seat manufacturer through successfully implementing over 3000 improved production standards.



Challenge

Coriolis were called in to help when company was experiencing pressure from a number of external factors. The client recognised that they needed to rethink their operational efficiency in order to remain ahead of competitors in an ever more challenging market.

The highly specialised precision and safety demands of the product, change from operating on a 'cost-plus' to a fixed cost basis, resistance in the USA to developing equipment overseas, and the emergence of new competitors have encouraged Martin-Baker to look hard at ways of reducing waste and costs. The challenge was to do so without losing product reliability.

A prime task has been to identify and work out how to maximise capacity utilisation against a known background of future volume increases. Poor communication and lack of clarity concerning production standards had resulted in modest performance and hampered effective management. 3000 new assembly production standards needed to be developed by careful observation as and when relevant orders came in. Changes had to be made against a background of staff resistance, fear of redundancy and – occasionally – outright non co-operation.

“

We have made a positive step change in our performance improvement journey. We are certainly better placed to respond to market pressures as we now know our own business so much better and can respond more precisely to events.

”

Peter Lewis
Head of Operations



Coriolis taught us that it is essential to measure performance. We now understand how to add value at competitive rates, whilst still taking care of quality and safety. Operators are now more amenable to measurement, which was previously a taboo subject.



Terry Brewster
Manufacturing Manager

Coriolis can help to improve your manufacturing and planning systems

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Transformation

Project objectives were rolled down from Managing Directors to senior managers through middle management and finally to shop floor operators, where they were discussed frankly and mutually understood.

This meant that operators were later able to accept accurate performance monitoring and to see that improved productivity times need not lead to job losses. A period of detailed observation revealed that some existing target times could be significantly reduced. New times were agreed, which then became operations targets.

Once this was established, and productivity gains achieved, (typically of 30-50%), management felt confident enough to bring back in-house, work which had previously been sub-contracted out, a factor which did much to reassure their work force. 3,000 target times were developed and a "short interval control" process was integrated and installed, again successfully overcoming resistance from operators.

Assembly times were significantly improved by breaking long jobs down into three parts, introducing process improvements and including assembly staff in the overall improvement process.

Impact

- **100% Customer Service Satisfaction achieved from 57% previous**
- **Fully eliminated order back log**
- **Late orders reduced by over 90%**

The transformation across the business was dramatic. Customer service increased from 57% to 100% and the improvement has been sustained. As productivity grew, both backlog and late orders have fallen and weekly performance has risen. Where, before, management had to estimate potential spare capacity, they now have the tools they need to make more accurate predictions and to maximise capacity.

Costings are now set to improve, along with profitability and/or competitiveness. Better communication between management and shop floor has resulted, as management confidence has grown and staff resistance decreased.