

Sound implementation of Good Manufacturing Processes turn around struggling factory and secure major retail contracts.



Challenge

The client was suffering the effects of a poor implementation of a significant change programme that simultaneously introduced cellular manufacturing across two factories.

Direct labour productivity had declined to an average of 46%, compared to 63% pre cells. As a consequence the business had seen reductions in output from 25,000 pieces to 19,000 pieces per week.

This resulted in an outstanding order book of four weeks production and in this context the business was forecasting to lose distribution to major customers.

“

Coriolis have always been a safe pair of hands for manufacturing issues and I had no hesitation to involve them in this project. Their knowledge and experience brought real momentum to the recovery program and gave our team confidence to confront the real issues

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Jo Iddon
Finance Director

Coriolis can help
to improve your
manufacturing and
planning systems

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Transformation

Coriolis were called in to develop and implement strategies to stabilise and recover performance. An initial evaluation revealed the requirement for a broad based intervention to re-establish GMP fundamentals and re-engage the disillusioned workforce.

Coriolis immediately set about introducing the principles of standard work, work place audit and visual management. Silentnight's staff were trained in DMAIC problem solving and revised performance measurement systems were introduced. In parallel with this the entire planning and scheduling system was overhauled and significant elements added to make it fit for purpose.

The standards and rules base in the MRP system was thoroughly revised and Kanbans introduced to aid the control of WIP. Communication cells were introduced, which very quickly improved employee morale.

Impact

- **27% increase in Total Productivity**
- **75% increase in Batch Clearance at Batley site**
- **66% improvement in customer reschedules**

The impact on the business was immediate. The revised planning systems provided a sound foundation for improved factory performance and the improvements in GMP quickly gathered momentum resulting in a 27% increase in total productivity.

Downtime on critical assets reduced and quality output quickly rose to record levels, reducing customer reschedules by 66%.

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