

Leading toothbrush manufacturer boosts profits and sees 30% increase in customer satisfaction as a result of targeted improvements to manufacturing and planning systems.



Challenge

The client's management team were struggling to deal with a range of symptoms of poor planning and inadequate process control. As a result orders were being delivered late and customer service satisfaction ratings were at an all-time low of just 67%.

The evidence of the problems was clear to see. A disjointed manufacturing and planning process, combined with a lack of control of the shop floor had led to material shortages, wastefully high inventories of both WIP and finished goods, and poor machinery utilisation.

The leadership team knew that this was not a sustainable position and were becoming increasingly concerned that unless they radically changed their operations, they may start to lose key customers. To stop this snowballing problem, the client asked Coriolis to turn the problem around by transforming their manufacturing and planning processes.

“

This is the first period of profit this financial year. I think we've done a lot of good – the Coriolis staff have been excellent.

”

Julian Edge-Partington
Finance Director

“

We've finally changed the culture here – it would have taken years without Coriolis – and it's been a good team building exercise as well.

”

Mike Murrell
Moulding Area Manager

Coriolis can help to improve your manufacturing and planning systems

Call +44 (0)8452 26 33 64

Email info@coriolis.co.uk



Transformation

Coriolis worked closely with the client to discover the root causes of their problems and tailor the best solutions based on industry best practice.

After listening to the client it became clear that many planning inefficiencies were caused by poor communication between internal departments and profitability was limited by an over the wall culture that existed throughout the company, all the way from purchasing to sales.

The Coriolis team implemented a variety of lean techniques including daily planning and process capability optimisation. Planning and forecasting accuracy was improved by feeding back actual machine performance data, bringing customer orders, material stocks, and production back under control. Coriolis trained the staff in the effective use of forward planning and lead time optimisation to eliminate material shortages and bring WIP in line with industry best practice.

With the planning operations under control, attention moved towards improving the allocation of labour. Staff levels were rationalised in line with the new more accurate forecasting system, improving operational efficiency and reducing the need for costly agency staff. Order was created from chaos by restructuring the shop floor, utilising Kanban and 5S processes to create an environment which improved both the flow of work and the quality of the products. Daily performance reviews and hourly monitoring initiatives revealed the benefits and fostered the new culture of continuous improvement.

Impact

- **30% rise in customer satisfaction from 67% to 97%**
- **15% increase in productivity**
- **£80,000 increase in weekly profit**

Confident and well-equipped managers are now firmly in control of the processes with daily planning embedded securely in the system. The company is now proud to boast an all-time record high of 97% customer satisfaction as a result of improved quality and on-time order shipments. Weekly productivity has seen a substantial increase of 15% which has contributed to an impressive £80,000 increase in weekly profits.

Una Brewster, Senior Supervisor said, *“Staff are now excited about their achievements and morale is high. We're going to miss Coriolis but they have given us the skills and tools that we need to maintain the improvements on our own”.*

Sign up to our e-newsletter for more of our case studies and latest news.

Visit www.coriolis.co.uk