

Re-engineering business processes to deliver the quality demanded by a successful brand.



Challenge

Whitworths had a number of recurring quality issues across the supply chain which they were struggling to resolve. The leadership team recognised that with a brand name to protect, external experts were vital in the successful implementation of this complex piece of work.

Coriolis were engaged to help structure an internal improvement process that would enable Whitworths to identify a number of root causes and implement solutions for them.

Issues spanned multiple departments and a fresh pair of eyes from an objective external standpoint was necessary to identify the real opportunities.

“

I got so much from the problem-solving workshops and the process-mapping as I began to understand what everyone else was doing and where the flaws in our business were.

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Caroline Easterbrook
Technical Manager



True to form, they delivered as promised.



Vince Andrews
Factory Manager

Transformation

The first step was to install an effective reporting system from the shop floor upwards to give clear visibility of performance across the site on a daily and weekly basis, both financially and operationally.

Coriolis created a strategy and started the process by identifying key areas of focus. Quick wins were addressed early and the results sparked the client's motivation to deliver more. Root-cause analysis workshops took place to delve into the more complex quality issues which the senior team were keen to resolve. These results were grouped according to business category, which in turn implicated particular business processes. It became clear that a relatively small number of underlying issues were responsible for a multitude of symptoms across the business. Improvement teams were assigned to each key area, with team leaders and team members carefully selected for their experience and 'can do' attitude towards the project.

Analysis revealed that the 'tender, product sourcing and approval' and the 'launch and planning' processes held the potential for greatest impact, and so these became the key target workstreams. The processes were analysed in detail to reveal non value-adding steps, bottlenecks, blind spots, disconnects, and innate design flaws that had the potential to undermine quality and consistency of delivery. From this, the team developed a comprehensive set of improvement plans for each of the target business processes.

To ensure continuous improvement, the project handed over a structured delivery plan and meeting cadence to orchestrate all of the improvements. Team leaders received coaching in problem solving techniques and were assembled into a steering team to oversee the continued work.

Coriolis can help to improve your manufacturing and planning systems

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Impact

- **A total of 98 improvement actions identified and agreed**
- **Root cause analysis completed on 17 Quality issues**
- **Enhanced Raw Materials safety stock level**
- **Enhanced Finished Goods stock-holding model**

The team were left with a detailed improvement plan of the changes required in key processes. During the project it was found that quality issues created a significant requirement for inventory to cover the possibility of a load reject for products on a long lead time. As a result a new inventory model was created specifically to allow for this need, as well as a series of actions to mitigate the effect of major rejects.