

CASE STUDY

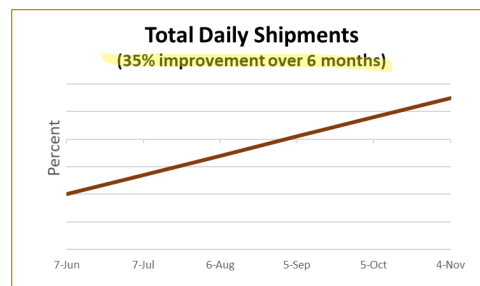
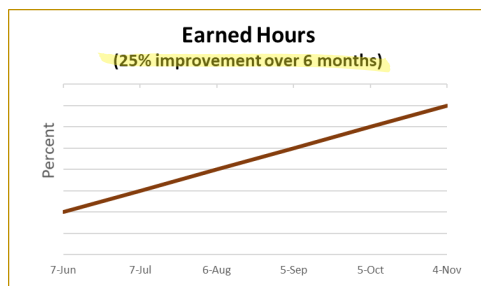
Operational Assessment to identify improvement initiatives

RESULTS

- ✓ Defined six categories to prioritize corrective actions; created detailed action plans for ultimately increasing throughput and on-time delivery.
- ✓ Mentored plant management on general manufacturing process concepts, successful implementation of recommendations, and sustained focus on continuous improvement.

ASSIGNMENT

Provide unbiased recommendations to address and prioritize operational and product quality issues (specifically throughput and delivery performance) by conducting a comprehensive onsite operational assessment of production, processes, and people.



CHALLENGES/TASKS

- > Multiple company acquisitions had led to: unorganized production workflow and poor communication to production labor.
- > Lack of performance metrics and no primary point of contact to support data analysis.
- > Shortfalls in production goals and lack of KPIs prompted leadership to hire additional labor, rather than address operational failures. A highly competitive labor market combined with poor HR administrative practices led to shortfalls in hiring.
- > Plant leadership lacked relevant manufacturing experience and struggled to establish a culture of continuous improvement and accountability.
- > Production consisted of non-standard work, however the lack of standard routings and well-defined, visual product flow left the plant unprepared to meet customer demand.
- > Each function viewed the issues differently; this coupled with conflicting leadership support, led to the inability to agree on clear priorities and starting point for corrective actions.
- > Use of historical build rates coupled with the absence of accurate standard routings, led to the inability to provide meaningful production schedules. No clear understanding of the internal supplier / customer relationships.