

Case Study – Gresham Office Furniture

Consultant: Gary Sheader

Sector: Office Furniture

Turnover: £25m

No of Employees: 350

The Team

Cross Functional Teams consisting of Senior Management, Middle Management and Shop Floor Workers

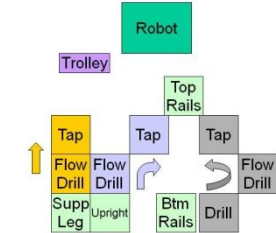
Objectives

- Reduce operating costs
- Introduce Lean Manufacturing
- Increase productivity
- Reduce lead time
- Improve quality
- Reduce stock levels
- Train staff in improvement skills
- Improve staff morale

Results

- Increased productivity in areas to double capacity
- Regained approx. 40% of floor space in 200,000sq/ft factory
- Improved turnover per employee by 38%
- Reduced standard lead time from 6 weeks to less than 2 weeks
- Transformed the culture to one driven by continuous improvement
- Improved staff morale by giving them an understanding of the 'Big Picture' and including them throughout the project
- Provided staff with training in various Lean Manufacturing disciplines enabling problem solving in situ
- Redesigned products for manufacture and assembly

Case Study Pictures



Major Issues

- Profit reducing
- Materials price increase
- Energy prices increase
- Lack of space
- Unable to give yearly pay rise
- Poor staff morale
- Product lead times too long

New Methods

- Cell Manufacture
- Make to Order
- Kanban Stock Control
- Supplier Management
- DFMA
- Standard Operating Procedures
- Improvement Meetings
- Action Plans

Lessons Learned

- Providing staff with an understanding of the 'Big Picture' and basic Profit & Loss helped to gain buy in before project launch
- Suppliers need to be addressed to their own reduce lead times and improve quality
- Introducing Pull System dramatically reduced the amount of stock out on the shop floor
- Machine maintenance will need to be improved to ensure uptime remains at 100%

Future Opportunities

- Re-address 5S Workplace Organisation for new cell
- Create new Standard Operating Procedures for new methods
- Set KPI's and utilise Visual Management to drive improvements
- Utilise trained members of staff in other areas of the business to drive improvement projects

Solutions

Lean Manufacturing, Improvement Teams, Value Stream Mapping, 5S, Line Balancing (TAKT), Waste Elimination, Stock Control, DFMA

Ongoing Support

Introduced an Improvement Manager to the business to manage daily activities. Occasional meetings to discuss progress.