



## **TPM to support business turn around**

Our job was to support the turnaround of a loss-making site, with the introduction of World Class Manufacturing. The site was a foundry, a type of operation not viewed as cost effective in the UK. Also, there had been two recent high-profile foundry closures in the group and there was an expectation that this plant was next for closure. The volume of the closed plants had been transferred to France and China and this site was losing in the region of £1M from a turnover of over £20M. Although the mood on the site was gloomy, there was a strong management team in place who wanted to succeed and wanted to work with us to make a difference.

On initial inspection the plant was in poor condition, having been run down for many years. Reliability was an issue with some machines breaking down 6 to 10 times per day. These breakdowns were leading to safety concerns with lots of manual handling to remove newly made castings from the line until the breakdown could be fixed. In addition there had been quality issues in key accounts.

Our verdict, there were clear opportunities to increase reliability and quality whilst reducing cost if the workforce could be engaged to support the improvement process.

We kicked off with a fast track training approach for key personnel in Focused Improvement and Autonomous Maintenance, to address Quality, Cost and Reliability. We also helped the management team with how to get the most out of their World Class Manufacturing programme by encouraging the workforce to become involved and by maximising the pace of improvement projects, through a drum beat system. In addition we supported the shop floor teams as they worked along the production line and in key processes such as charging, moulding and materials mix. As the projects started to succeed, we introduced a mitosis approach to drive up the number of projects and the level of involvement.

The results were spectacular and in just 18 months the foundry moved from loss to a profit of £1M. Most importantly the cost effectiveness of the business was improved enabling the inward transfer of volume from both France and China. Subsequently the business has invested significant capital to improve the process and overturned the long-held view that the site had no future.

*Operations and Supply Chain Director – Clive's contribution as a change agent was key in the turnaround of a loss-making site which went on to become profitable and competitive within the division. If we'd seen this World Class approach sooner, I think we'd have been able to avoid at least one site closure.*