Empowering your improvement processes.

Independence and empowerment can be developed in an organisation such that operational improvements are the norm. This can be achieved, in part, by improving problem solving and by successfully implementing sustainable solutions. Most organisations use teams in an attempt to deliver operational improvement, with varying levels of success. We can all remember teams that almost made it - if only the solutions would have cost less or were communicated across all of the shifts and became accepted practices...good ideas that were never quite sustained...

Those teams may have been successful if they had used a structured practical process that consistently delivers two objectives, both the desired task results and the engagement & realignment of the team with the real issues and objectives of the business. This structured process of Manufacturing Improvement Teams (MITs) delivers sustainable operational improvement through changing business processes and developing your People.

What we offer
ABB’s operational improvement team works with clients to develop the three consistent elements to successful MITs:

MITs deal with significant issues that can be measured on the bottom line of the business. These issues are debated and discussed to deliver a project brief that provides the focus for the team. Typical topics include throughput improvements, waste reductions, safety, 5S and changeover reduction exercises.

2. A team of experts
You know your business and processes better than anyone else. More importantly, the people who work with the processes day in and day out are your experts.

3. Expert facilitation
The facilitator brings appropriate tools from many of the high profile methodologies - Lean, JIT, TQM, TPM, JIT, 5S and Six Sigma - and works with the team to apply only the relevant ones to real life situations without unnecessary jargon. Sometimes it can be appropriate to start with external and experienced facilitation to prove the concept and achieve early benefits before handing over the reins to newly trained & developed internal facilitators.

Resourcing a MIT
There is no set formula for an MIT, as every business problem is different because of its context. Experience has shown that a Team of 4 to 8 people operating full time for 6 to 8 weeks is initially appropriate. This is likely to represent a significant resource and as with any investment decision, the expected benefits must represent a substantial payback, normally within months.

“Involvement of the people who have to operate and maintain the machinery is the key to success”

Manufacturing manager
Benefits
− Major financial savings – eg. £500,000 savings achieved through waste reduction by a single MIT
− Increased throughput – eg. Over £2,500,000 profitability increase achieved by increasing throughput through a programme of MITs
− Bottle necks identified and removed – eg. £3,000,000 profitability increase through de-bottlenecking a plant to increase throughput through a programme of MITs
− Yield savings and increase in Overall Equipment Effectiveness (OEE) – eg. £1,000,000 savings on yield and 25% increase in Overall Equipment Effectiveness (OEE)
− Significant set up time reductions, e.g. a 2 hour spring replacement reduced to less than 60 seconds which led to a reduction in scrap in excess of £100,000 and an increase in productivity
− Lead-time reductions
− WIP (Work in Progress) reductions
− Multi–million dollar capital avoidance through increased productivity
− Motivated people, aligned to your business objectives.
− Improved morale
− Increased fault finding and problem solving skills
− Champions emerge within the business

Why use ABB?
− Our experience of leadership in operating businesses
− The track record of our approach
− The transfer of skills to our customers to promote sustainability.
− Efficient access to a broad range of relevant technical experts that can support problem solving
− A problem led approach - rather than solution led

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