



Performance Step-Change – Increasing Productivity

The Client: A £600million annual turnover medical device manufacturer, supplying global markets

Faster than expected sales growth was forecasted to exceed capacity within 9 months. I'd been asked to spend over £1million buying a new production line, which would also require an additional 8 full time staff to run it. With some difficulty, I persuaded the leadership team to create the required capacity without any additional cost, by improving existing lines' productivity.

The Problem: Productivity had never been accurately measured – the first operational study confirmed average productivity (OEE, overall equipment effectiveness) was 23%.

The Brief: Improve productivity by 20% within 8 months

The Steps

Enhanced production data capture and reporting, to enable accurate identification of downtimes by cause so we could properly prioritise.

Developed operator-led troubleshooting for the most common downtime causes, alleviating the significant time lost waiting for technical support. This also freed up Technicians to do more preventative maintenance for which they'd previously had no availability

Streamlined the 38 different documents required to correctly run the production process (none of which cross-referenced each other) into one user-friendly Standard Operating Procedure

Delivered comprehensive operator training and assessment, including basic root cause problem solving and 7 wastes awareness, to enable on going continuous improvement within the teams

Working closely with the area's key technician over 6 months, the improvement activities were delivered alongside normal operation, without any separate meetings or workshops.

The Results

Productivity (OEE) more than doubled, delivering over £1M annual capacity with no capital or ongoing spend. This was sufficient to satisfy at least 3 years sales growth.

Improved quality compliance, contributing to reduced customer complaints, by introducing effective process standards and training

Performance Step-Change – Improving Efficiency

The Client: A £250 million annual turnover business, globally supplying medical nutrition products, with around 15% growth year-on-year

The Problem: In dispensing, the product formulation is weighed, ready for mixing. Around half of the area operators' time was spent searching for materials.

If items couldn't be found, urgent materials requests significantly disrupted routine warehouse operations, leading to an estimated 15% efficiency reduction.

Poor materials controls increased the number of part-used containers, which had to be thrown away within weeks of opening, contributing to the site's £1.6million annual materials write-off.

The Brief: Introduce effective materials controls to eliminate operators' search times

The Steps

Initial informal discussions with the warehouse and dispensing teams to fully understand the problem, from which several people volunteered to develop and champion new ways of working

There was insufficient storage in the production area for all 600+ raw materials, so we needed to optimise its use. Three months of production data was analysed to identify the most frequently used materials, and their typical daily usage amounts

Production storage locations and amounts for these materials were then fixed, and a kanban system for next-shift replenishment was developed with the warehouse

Next-shift materials reporting was developed with the planning team, enabling warehouse to supply all materials not stored in the production area a few hours ahead of when needed

Dispensing operating software was updated to accurately notify operators of material location

The Results – delivered in 8 weeks

- **60% increase in dispensing productivity**, allowing several years business growth to be absorbed without additional headcount.
- Improved warehouse efficiency, and enabling materials picking to be fitted round other key warehouse activities.
- Materials write-offs of multiple part-containers eliminated, with an estimated £30K annual saving

Performance Step-Change – Optimising Changeovers

The Client: A £250 million annual turnover business, supplying approximately 2,500 formulations of medical nutrition products globally

The Problem: Average line downtime to change over between products was 49 minutes. In a typical week, changeovers accounted for up to 25% of the available process capacity.

The Brief: To reduce the average changeover time to 12 minutes

The Steps

A formal SMED (Single Minute Exchange of Dies changeover optimisation) approach was used

A-shift carried out the first changeover, observed by B-shift. Each participating operator had two observers – one recording them on video, and the other timing each activity.

Using the video and time sheets, B-shift created the changeover timeline, as a swimlane process map. Tasks which could be completed outside the line downtime were documented in the new procedure and removed. Non-value activities were also removed, then the remaining tasks were re-allocated between the operators to make sure each was fully active during the downtime

This first-iteration new process was then carried out by B-shift, observed by A-shift. The whole analysis and improvement was then repeated by A-shift to generate the second-iteration process.

This process was then adopted by both shifts, with a couple of weeks of further fine-tuning and best-practice sharing happening during normal operations

The whole cycle took approx.12 hours of observation and workshop time, over a 2 week period.

The Results

81% reduction in the changeover time – from an average of 49min to 10min.

This enabled production to be planned in smaller batches, significantly reducing the amounts of finished goods stock held (with associated storage costs and risk of expiry)

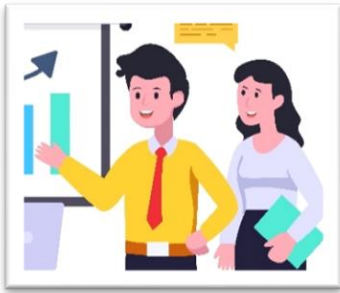
Smaller batch production also significantly reduced the reliance on long-term forecasts to maintain high levels of customer on-time-delivery service.

The same SMED approach was also used to reduce a 5.5 hour line clean to 2 hours, and another line's 10 hour clean to 4 hours.

Introducing the 3P Academy - Getting Busy People Fixing Tough Problems

Delivering exceptional performance isn't easy, especially when everyone's busy. Even the most compelling vision and solid business case aren't always enough to deliver sustainable change, and the performance you know is possible.

The 3P Academy is dedicated to helping businesses like yours to develop a culture of world class continuous improvement, and the breakthrough KPI performance which it enables. Our support follows two parallel paths...



Performance through People

Your people are amazing – one of your biggest business assets. Some of the time...

Because no matter how talented, dedicated or experienced they are, every one of your people deals with stress and uncertainty every day: Competing priorities, difficult customers, tight deadlines...

They'll take most of those challenges in their stride. But the more they build up, the more they impact performance, which can easily snowball. So we embed the resilience, communication and influence skills to keep your people performing at their collective best, even under pressure.

Performance through Process

Process isn't usually a word to quicken the pulse with excitement. Yet there's a process for everything your business does, from welcoming new customers to creating your annual reports.

When they're working they get little attention, but when processes aren't at their best, the mistakes and work-arounds become a silent capacity thief – leaving less time for what everyone's really meant to be doing. And your KPIs get harder to maintain, let alone improve.

We're experts at getting operational teams delivering breakthrough process improvements, to enhance productivity, capacity and on-time delivery, reduce quality issues and complaints, and improve customer experience - leading to less stress, and a healthier bottom line.



Some of Our Key Numbers



People We've Trained

Over 1,000



Processes they've Improved

More than 5,000



Resulting annual value

Around £75million, and counting...

Examples of the Organisations we've Supported

LLOYDS
BANKING
GROUP



UK SPACE
AGENCY

M&S

COSATTO®
clever stuff for happy babies

St John
Ambulance



PHOENIX
Medical Supplies Limited

Progress
HOUSING GROUP

HSBC

dudley
building society

What You Can Expect from Us

Driven by you,
delivered from
within

Our role's not to have the answers (because no one likes being told what to do anyway). It's to equip and empower your people to break new ground in KPI performance. Because solutions which are owned by the people who created them, give lasting results.

Keeping it simple
(because
everyone's busy)

No matter how strong the desire to improve, day-to-day reality can get in the way. So we're flexible and adaptable to your needs and constraints, delivering bite-sized, to give your people more time to do what they're best at.

Real-world ways
of working

A solid business case and robust plan often get you only part way - because people don't always do what makes sense. So by blending behavioural science with continuous improvement, we enable your people to challenge assumptions, and change attitudes, mindsets and behaviours - clearing the way to performance breakthroughs



Sue's one of the most knowledgeable and professional mentors I've had the pleasure of learning from, and I can definitely recommend. Sue also supported developing a group of green belt change champions

Adam Cardinal. Global Director, Malvern Panalytical



Sue is a rare individual... an engineer with superb people skills. I've seen multiple examples of where Sue's interventions either completely prevented a problem, or stopped it spiralling out of control.

Steven Houghton-Burnett. IT Director, Freeman Clarke