

Manufacturing Group at Oakdene Hollins

Lean Manufacturing projects take time and effort to be effective. You need to be confident that the outside help you call on is experienced, well qualified and can add value.

Steve Slater MA heads the manufacturing consultancy team at Oakdene Hollins and was director of manufacturing for Acco in the UK.

Peter Lee BEng PhD completed an engineering apprenticeship at Royal Ordnance and obtained a first class honours degree in manufacturing systems followed by a PhD.

Tara Galloway B Eng was a senior manufacturing engineer at BTR Automotive and has led our work on in-line packaging systems, inventory control and continuous improvement team building.

David Parker M Eng MSc MBA spent 12 years with ICI and Du Pont before completing an MBA at Durham.



Steve Slater



Peter Lee



Tara Galloway



David Parker

About Oakdene Hollins

Oakdene Hollins has three main areas of work:

1. We are the national co-ordinator of the Sustainable Technologies Initiative on behalf of the DTI and EPSRC (Engineering and Physical Sciences Research Council).
2. We work with manufacturing companies to identify and implement lean manufacturing techniques.
3. We write techno-commercial studies analysing the prospects for novel technologies.

Further information about our work can be found at www.oakdenehollins.co.uk.



OAKDENE HOLLINS

*Waste
Reduction*

*Lean
Manufacturing*

*Continuous
Improvement*



Taking Steps in Lean Manufacturing

TAKING STEPS IN LEAN MANUFACTURING

The primary objective of Lean Manufacturing is to drive down costs. In our experience, because of the up-front commitment of scarce management and engineering resources, companies are rightly cautious about a major overhaul of their systems. However, correctly applied, lean techniques can realise substantial business benefits. To balance risk and reward Oakdene Hollins believes that a stepwise approach is prudent.

- **The first step** should be a Waste Reduction project.

A well-managed programme can deliver significant cost reductions

- **The second step** should be a Continuous Improvement activity building on the momentum of the waste reduction initiative

- **The third step** would be more ambitious, with the implementation of selected lean techniques



WASTE REDUCTION

A Waste Reduction project is a means of demonstrating the potential of Lean Manufacturing, focusing on the improved use of resources.

- For one client, every order included a 'just in case' scrap allowance. Result: operators not focussed on 'right first time', and a build-up of excess parts in store. Solution: a formalised procedure for monitoring and tackling the cause of rejects.
- For another client, material utilisation was poor due to the level of give-away, included as a safety buffer. Solution: evaluation and monitoring of the process variability using SPC techniques leading to corrective action.

Both clients saw big benefits in this single step, and recognised that they had under-estimated the opportunities for improvement.

Oakdene Hollins is delighted to work with companies to audit, value and realise the Waste Reduction potential, particularly to establish a culture for further improvement steps.

CONTINUOUS IMPROVEMENT

A Continuous Improvement programme is a great way of capitalising on the enthusiasm, and consolidating the gains generated by a successful Waste Reduction project.

Waste Reduction concentrates primarily on materials, but in Continuous Improvement all aspects of product delivery are systematically examined. The same tools are applied repeatedly to tackle priority areas as they are identified.

Oakdene Hollins will work with your operators, team leaders and managers, drawing on our experience in a broad range of industries, to define, plan and run these activities. We can also build systems to monitor and measure your gains, giving you a benchmark for future improvement.



*A well run programme
with very good outcomes
in terms of staff motivation
and tangible results.*

Balzers Ltd.





LEAN MANUFACTURING

Having completed one or more Waste Reduction schemes and started a number of Continuous Improvement teams, many clients find common themes emerging from across similar operations.

Lean Manufacturing is a set of techniques that will address these issues to consistently apply learning across the whole operation, rather than provide piecemeal solutions to the same problems again and again.

For example, change-overs and set-ups are often the two most significant causes of down-time. Tools such as SMED and Set-Up Reduction can tackle these. Other techniques we have used with clients are:

- Cellular Manufacturing
- Kaizen
- 5S/CANDO
- Overall Equipment Effectiveness
- Total Productive Maintenance

This step is challenging and not without pitfalls, if applied indiscriminately. You must be clear about why you would follow this route, and the outputs of the previous steps are integral to this analysis.



There is a clear link between the use of Lean Manufacturing and higher productivity and profitability.

Engineering Employers Federation Study on Lean Manufacturing, 2001



Further reading

Cellular Manufacturing, Continuous Improvement, Kanban, SMED, Supplier Development, TPM, Step Change, 7 Wastes, Supply Base Reduction and 5S are subjects for which specialist books are available. If you are at the stage of learning more about lean manufacturing techniques we recommend the following three recent publications:

- '*Running Today's Factory*' by Standard and Davies.
- '*The Lean Toolbox*' by John Bicheno.
- '*Catching Up with Uncle Sam*' by the EEF.

E-mail us on admin@oakdenehollins.co.uk to order these or other recommended publications.



Some of our recent clients include:

McCormick UK
 Askeys
 Scapa Tapes
 Abbey Corrugated
 Klargester
 Dewhirst Toiletries
 Balzers
 Parripak Foods
 Custom Foams
 Sunalex Lighting
 Polyformes
 Goldschmidt
 McKey Food Service
 HMC Brauer
 Spillers.