

# Manufacturing



Manufacture and delivery of cabinetry and space management solutions



## Objectives

The market share and profitability was not where it should or could be. The division's new CEO was tasked with delivering \$9m in savings.



## Tools

### Sales:

- Developed robust sales management operating system with balanced target setting and operational indicators
- Installed time and territory management system, and the necessary metrics to allow active performance management
- Improved hand-offs to customer service and order entry

### Manufacturing plants:

- Reviewed and upgraded front-to-end planning and scheduling system
- Improved housekeeping and materials management procedures and installed standards for individual operations
- Balanced the assembly lines and reduced the built in lost time
- Installed proper productivity and service levels in the indirect support areas



## Outcomes/ Deliverables

- Productivity increased 29% as a result of better use of resources, more effective management practices and improved planning and scheduling processes
- By closely monitoring delivery expenses and inventories and introducing better controls on waste within the warehouses, inventories, scrap and transport costs were reduced
- Sales increased by 7%
- Operating profit for the division increased by 250%

Proudfoot