

Engineering



Multinational corporation operating mainly in robotics and the power and automation technology areas with operations in around 100 countries



Objectives

The client lacked best practices which caused excessive duplication and rework. Many of the work processes did not add value. The client wanted to achieve adequate project planning processes.

We found productivity was low due to complicated and highly administrative workflows, no optimum utilization of resources, insufficient usage of the SAP system, crewing not based on a time volume relationship, double work by using parallel systems, no standard work disciplines, delays in material delivery and no clear distinction of responsibility between workers.



Tools

- Created an organizational structure to better meet the needs of the business, company, departments and employees
- Analyzed and reengineered work processes for improved efficiency
- Worked with supply management department to optimize processes, policies and procedures
- Developed and installed management information system
- Developed and conducted management training with on-the-floor coaching to build and reinforce core skills



Outcomes/ Deliverables

- Overtime and overhead costs were reduced
- Decreased outside employee leasing