

Manufacturing



Designer and manufacturer of connectors and components for electrical and communication markets. Part of ABB Group



Objectives

After a series of acquisitions the economic activity had slowed down. In addition, many of the product lines and facilities acquired during the preceding years had not been optimally integrated. In response, the company's top management developed plans to consolidate operations and concentrate on improving manufacturing productivity—but quickly recognized they faced significant challenges in carrying out the effort.



Tools

- Site consolidation, moving salvable lines to other plants and bringing like-operations under the same roof
- Efficiency optimization of work
- Equipment, processes, procedures, maintenance and management practices documented and transferred
- Buffer inventory built up to meet customer demand during shut down periods
- Crucial people and skills issues addressed through training initiatives including Management and Supervisory Training and Operator Skills Training Program



Outcomes/ Deliverables

- The total savings from improved plant operations exceeded the savings achieved through plant consolidations.
- \$ 26.3m savings in plant consolidations
- \$ 13.8m savings in productivity
- \$ 14.6m savings in inventory, supplies, freight
- \$ 54.7m in savings

Proudfoot