



Problem solving and improvement

COSi: The attractions of LEAN

Nick Rich

The key for us was the management taking the lead in the change programme, because everybody in the pecking order here looks to management and the way they behave. So if we don't behave in a quality way, what right have we got to expect the people around us to behave that way?

Kevin Wykes

I've probably had more training in the last two or three years of my life than the previous 15, and it's been an eye opener for me as a manager over many years. I've learnt a lot of skills in the last couple of years, which I've applied to the team.

Ayshea Dawe

I never would have thought two years ago that I would be where I am now. I'm not stopping where I am now. I just want to go up further up the ladder.

Kevin Wykes

Quite often when I am bringing the customers around, the people sell this business far better than our salesmen. The people who are working on the line who are showing their commitment and passion.

Ayshea Dawe

Customers like to see the room with the LEAN manufacturing tools and actually speaking to our LEAN champions, because they actually have a relationship with the LEAN champions as well. So it's making people, operators really feel involved with the customers.

Kevin Wykes

It has been very successful with some of our issues, where we've had customers with our operatives really understanding what the problem is, as seen from the voice of the customer. But also the customer then gets to learn the issues as seen on the floor and sometimes there is a lot of money to be saved when people are just communicating.

Rob James

The feedback we get when we talk to the customers is always that we are quite unique within this industry, in our application of the problem-solving tools and the fact that we are using the tools and techniques that we are. And that in itself is a top selling point when we are talking to new customers.

Kevin Wykes

Back four or five years ago, we were running at a 50% productivity rate. We are now running at over 80%.

Rob James

We are looking for fresh techniques and fresh methodologies all the time, to keep people engaged in the process.

Kevin Wykes

And if you always do what you've always done, you will always get what you've always got. And that's a real key one. Improvement has got to be our byword of what we are doing.

Rob James

We are already working with customers from a LEAN perspective looking to see how far up their value stream we can get and how early we can get access to the products to start improving our delivery to them.

Kevin Wykes

The empowerment we have had with some of the operators on the floor has been a fantastic experience.

Nick Rich

Are we successful? I think by the sheer number of customers we've got, you can say that the people here have been an overwhelming success.