

Railcare was formed in February 2007 and operates sites in both Springburn and Wolverton. With considerable expertise in Vehicle and Component overhaul, Incident Repair and Spares and Logistics, Railcare offers customers a total Rolling Stock solution.



RailCare

Lean Team

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Lean Implementation Project

The Ad-Hoc Commercial Process

- Unplanned sales.
- Additional sales from Current Contracts.
- Spot Buying.

Project Problem statement

The backlog of un-submitted quotes is too high with an estimated value of £1.2M in sales. The time taken to compile and submit tender responses is too long with an average of 11 days.

Project Objective Statement

To improve the turnaround time for ad-hoc quotes and be more efficient in invoicing and account settlement.

Lean Tools used

- Brainstorming / SIPOC
- Process mapping (brown paper exercise)
- 5 'S'
- Pareto analysis
- Fishbone (Cause & effect)

The project led to a very detailed analysis of the ad-hoc commercial sales process which encountered issues relating to un-planned sales, add-on sales to current contracts and spot buying. Some of the key areas for improvement were the submission process, mobilisation process and invoicing through to payment. For example, the team were able to highlight under submission issues wasted time, inaccurate information, lost opportunities and elements of disorganisation. The opportunity to improve in these areas was achieved through the team's ability to quantify the true cost of waste when applying Lean techniques.

**Extra sales generated by the project
total £512,000**

"Our on-going Lean initiatives have created a culture where the workforce is telling the management team how to improve productivity. This is imperative for a modern organisation to survive."

Brian Bell,
Operations Director, Railcare UK Limited