

Specialist manufacturers of a range of metallic pigments for coatings, plastics and inks.



#### Lean Team

Margaret Rayment – HR Advocate

Lee Bernardon – Production Planner

Conrad Fielmar – Laboratory Manager

James Martin – Production Manager

#### Lean Implementation Project

The Silberline teams' objective was to identify bottlenecks, work duplications and process gaps within their Order to Despatch processes. Inefficiencies in the current process were adding to time, costs and the effective transition of orders through to despatch of Sales.

Initially process mapping was carried out by the group, and from the 15 areas identified with improvement potential, they were prioritised by the group into priority areas for initial action:

- Repacking material to meet customer requirements in order to minimise additional packaging costs and timely repackaging of materials
- Develop a written procedure for Lot Number Re-assignment in order to eliminate costly mistakes

- Mechanism required to keep all stakeholders updated with current product Lead Times
- Batch Sample Approval procedures to be improved in order to reduce delay to product despatch
- Improved process for Pre-Despatch Testing
- Stock Movement from Warehouse
- Consumption of Allocated stocks
- Pick List Confirmation to ensure Warehouse has sufficient notice to despatch

Each issue was allocated a champion and the team agreed to tackle each issue in order of priority to the business.

#### Deliverables:

- More succinct process
- Elimination of duplicated processes
- Improved team work between departments
- Improved Customer Service
- Reduction in stationery costs
- Improved skill levels across departments

This project is still underway and the company is currently trialling some of the process improvements proposed by the group. Certainly the project has already delivered on the removal of some duplicated processes and the reduction of some stationery costs. As training continues, skill levels are increasing and the improvements in cross functional team working expects to see a tangible bottom line business benefit of £50k attained during 2010.

Lean Management Thinking and the tools that we acquired during the course have enabled us to perceive waste within a structured ideology and is proving hugely beneficial to Silberline Ltd. All participants enjoyed the LMT programme and going forward we are already undertaking the first in a series of LMT projects. Involvement across various departments has not only resulted in a leaner process but has also greatly improved cross functional communication to an extent that no business should underestimate or ignore.

Silberline Lean Programme Team