

Worldwide Engineering, based in Hillington, Glasgow, specialises in the supply of engineering products and services throughout the complete engineering supply chain. The company has 80 years experience within the engineering sector.

worldwideengineering

Partnership | Trust | Value

Lean Team

Glen Hanney – Internal Sales
Gerry McNamara – Internal Sales
Una Gilchrist – Office Manager
Donna McGoldrick – Accounts
Michael Graham – Transport

Lean Project Objective

The overall objective was to create an efficient work environment and instil continuous improvement throughout. The project began with the team documenting process wastes and the creation of a value stream map covering a holistic view of warehouse operations. As a result the team developed the following problem statement:

“Due to office and warehouse layout we are encountering excessive double handling and movement increasing lead times and creating failure demand on resources”.

Preparing for 'Lean'

The team created visual maps of the process steps and charted out the flow of activities. Spaghetti charts were produced highlighting the movement of materials and personnel and this allowed the team to measure the actual activity. The team created the following objective statement for the project:

“We aim to reduce the time taken to carry out tasks between the office and warehouse facility by 50% to enable more focus on customer value added activity”

Utilising Lean Tools

The team worked through the programme utilising the following Lean analysis tools

- Value Stream Mapping
- Spaghetti Charting
- Ishikawa Diagrams
- Team Brainstorming
- 7 Waste Analysis
- SIPOC
- 5 Whys
- 5W's & 2 H's

Looking in depth into the 5W / 2H methodology a simple and visible template was put together

- WHAT – Excessive time and distance between the Trade Counter, Goods In/ Out and our system
- WHO – Sales, Transport and Customers
- WHERE – Throughout the entire workplace
- WHEN – Every time we get a customer at the Trade Counter or a delivery
- WHY – Because the Sales Office is upstairs away from the contact points
- HOW – it happened due to lack of foresight when we moved into the facility
- HOW MUCH – Numerous times daily, time wasted going too and from sales office meaning the process can lead to resentment

Implementing Lean Improvements

- Swap the Directors office and meeting room with the sales & transport office
- Removing excess stock to free space in the warehouse and keep fast moving stock only

- Re-arrange the warehouse to maximise space
- Place additional laptops and network access in strategic places around warehouse
- We intend to remove excess stock and maintain essential stock
- Re-arrange warehouse to maximise efficiency
- Sales & transport staff to move downstairs into Directors' office and meeting room with the Directors moving upstairs

Business Benefits

- Less time moving stock
- Improved customer service
- More time for orders and enquiries
- Increased service levels and capacity
- £15,000 (minimum) – Based on time saved to allow us to add value to the client relationship and pro active activity
- Recycling of mixed waste MSW now increased by 4.25 tonnes thereby reducing Co2 emissions by 1.1475 tonnes

“Lean thinking will be an integral part of growing our business and the skills we have learned have helped us develop whilst saving the company money. We can now endorse lean thinking to our customers as part of our on-going partnerships, with the objective of reducing waste throughout our supply chain”