

Deliver on Time

PROBLEM DESCRIPTION & DEFINE PHASE

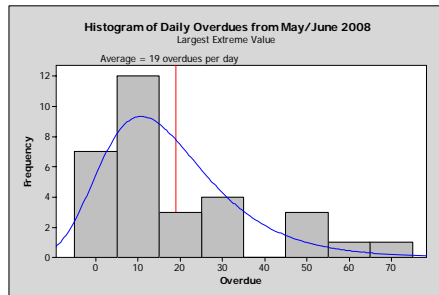
PROBLEM STATEMENT

Scheduled delivery dates are not being consistently met in the last 12 months leading to dissatisfied customers, excess transport costs and low employee morale. Average weekly overdue figures have ranged from 10 to 114 in the past six months.

OBJECTIVE

Always meet promised delivery dates by the end of 2008 without impacting on product quality.

PROJECT BASELINE



Target is zero overdues

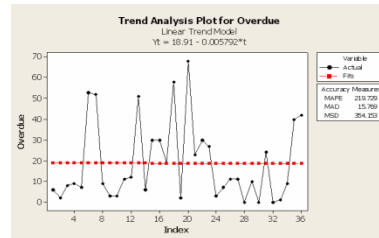
VOICE OF CUSTOMER

Defining comment: From customer to driver

“Ye have a great product.....if only I could get it from ye!”

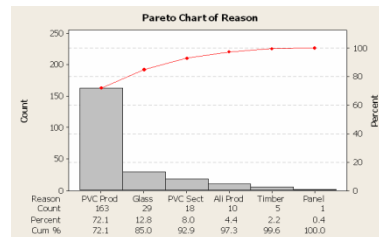
MEASURE PHASE

TREND ANALYSIS



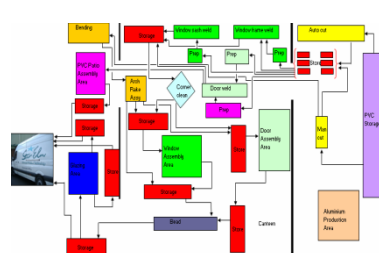
While the overdues fluctuate from day to day the overall trend line is flat

PARETO ANALYSIS



Over 80% of the overdues are in PVC product.

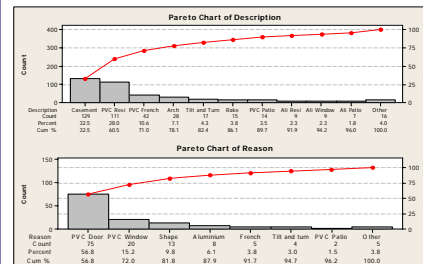
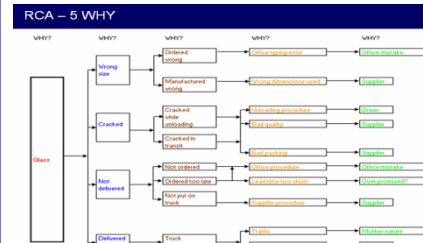
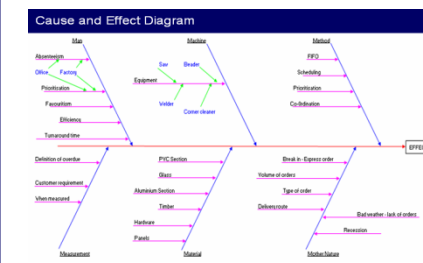
PROCESS MAPPING



Process Flow is complex with very little visual management on the floor

ANALYSE PHASE

ROOT CAUSE ANALYSIS



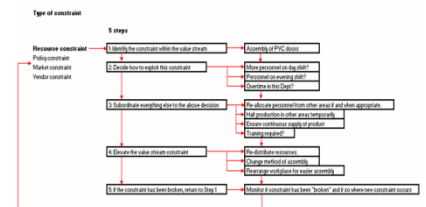
The team identified via Root Cause Analysis and Graphical Analysis that the main source of the delivery issues was with manufacturing of PVC doors, due to resource constraints and lack of visibility of this bottleneck area.

IMPROVE & CONTROL PHASES

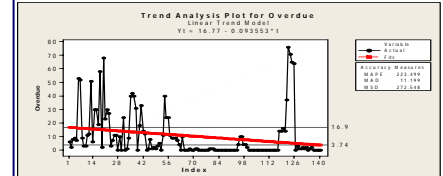
ACTIONS TAKEN

Actions taken included training additional resources for PVC doors, managing PVC door manufacture as a bottleneck and introducing visual management techniques via a 5S programme.

Theory of Constraints



RESULTS



Overdues down by 80% and falling (blip due to supervisors wedding!!)

Huge improvement in Employee Morale as previously lost customers have been regained and company is winning new business despite the downturn!!