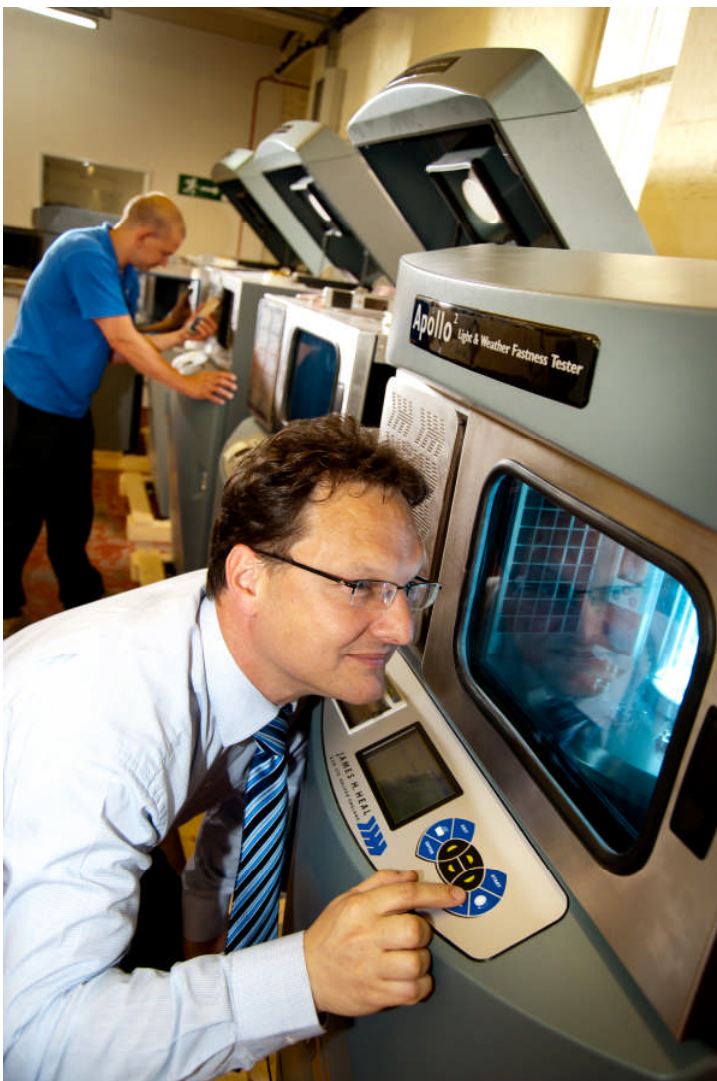


Case study

James H Heal & Co Limited

MAS helped this global leader in the design and manufacture of textile testing instruments to develop a strategy for growth, streamline its processes and create a culture of Continuous Improvement.

Managing Director David Repper recognises that innovation – of products and processes – is essential to maintain global leadership. MAS Specialist Andrew Nicholson and his team at Nicholson Consultancy have provided consultancy, training, mentoring and hands-on support to help achieve this. Every employee has been trained to apply Lean principles in his or her area of the business and cross-functional teams have improved customer service, increased quality, reduced costs and made peoples' jobs easier.



"I am delighted how the employees at Heals have embraced the lean philosophy that we have learned from Andrew Nicholson and Angela Robson at Nicholson Consultancy.

On a corporate level, I can see the culture of the company is beginning to change. At our ISO 9001 audit last week, we were told by the auditor how "continuous improvements" throughout the whole of the company had overwhelmed him. This is due to the company-wide lean principles we are applying."

Neil Pryke, Engineering Director

Key Achievements

- Achieved sales growth of more than 15%
- Reduced the cost of its main product range by more than 25%
- Halved change-over times
- Identified more than 100 Improvement Ideas
- Reduced Working Capital by more than £500,000

“Watching the setups on video tape helped us greatly appreciate how to reduce setup times. This is a very practical approach that the shop floor staff told me they benefited from. In the Machine shop, setup times have reduced from 33% to around 17%, which is an incredible reduction”.

Mick Jones, Machine Shop Supervisor

How MAS Helped

After undertaking a MAS Manufacturing Review the company embarked upon a Strategic Intervention project, and followed this with a wide range of improvement activities and bespoke in-company training programmes.

Managing Director David Repper and his team set about developing an ambitious growth strategy for the business. A team of strategy consultants, led by Andrew Nicholson, developed and ran a series of off-site Strategy Workshops with the company’s Directors and Senior Managers.

MAS Specialist Andrew Nicholson and his team then worked with Engineering Director Neil Pryke to refine the Company’s Manufacturing strategy. The outcome was a long-term Operational Excellence programme, designed to “deliver” the long-term plan. A series of “hands-on” training workshops quickly ensured that all employees understood the concept of Lean and saw for themselves how and why it works.

After a call for volunteers, a team of “Lean Leaders” was appointed to help introduce change across the business. Neil and his team identified where improvements needed to be made and the relevant managers and supervisors worked out exactly how they planned to go about making the necessary changes.

Further training and consultancy support – with the active contribution of the Lean Leaders - ensured the right approach and achieved some all-important “Quick Wins”.

Results

Lean Office - MAS consultants worked with a cross-company team to re-engineer the whole order fulfilment process in only four days, using a combination of Lean principles, Data Flow Diagrams and PISO®.

Workplace Organisation (5S) – all employees were trained in implementing 5S, and are sustaining this approach across the business. Work areas are clean, well-organised and more efficient.



Set-up Reduction (SMED) – the MAS consultants helped employees to halve the time wasted on changeovers.

Employee Engagement – Lean training for all employees resulted in more than 100 improvement ideas. “A “business matters” wall has helped everyone understand the changes and has helped to create peer pressure”.

James H Heal & Co Limited

Employees: 75

Location: Halifax, West Yorkshire

Manufactures: Textile testing instruments.

Nicholson Consultancy

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