

Manufacturing Systems and Logistics Projects Manager, LUCAS AUTOMOTIVE PLC, (covering 4 Lucas sites)

Fully integrated Multi site Supply Chain Control system: electronic Kan Ban Implementation

IT system modification to MRPII. Created ownership of material issue from suppliers / procurement / warehouse / issue / the point of use covering 15 manufacturing areas and 4 UK sites with 6,000 employees. This system is still used to date. Complete Ownership, 50% improvement in stock turns, rapid departmental problem solving, and reporting.

Land Rover Freelander, best in class manufacturing wiring system development

Established business segmentation, implemented a radical, innovative manufacturing system concept. Lead-time from 1 week- 1 day, a self-managing production system. Facilitated high employee involvement.

Automotive Sub Assembly, best in class manufacturing sub assembly system development

Business process and system redesign, in a very complex area supplying 3,500 wiring assemblies. Established: skills, segmentation and layout, self-managing system, and product rationalization strategy.

Direct Delivery, best in class purchasing system development

Introduced supplier to line side direct delivery, eliminating the cost of intermediate working capital.

Nissan Project Manager, Lucas Sumitomo Automotive Wiring Systems

Developed and introduced an innovative overhead handling and Kan ban control concept for manufacturing wiring systems. This system became the showpiece within the Lucas Sumitomo Wiring Systems Group.

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Managing Director - Anda Products

Background

Anda Products supplied national electrical wholesalers (Newey & Eyre, City Electrical Factors, Wholesale Fittings, Senate and several smaller independents) throughout UK and Ireland with OEM and branded domestic ventilation fans, hand dryers and washroom equipment. Integrating suppliers and customers into the lean management programme, to complete the loop on the scheme commenced in the factory.

Impact on Business

During the introduction of lean management techniques, full and frank discussions held with wholesalers and trade customers to understand the full logistics of the supply chain from factory to building site. Opened a holistic approach to customer/supplier communications to develop long term relationships which leave a legacy of trust, mutual profitable business development and a culture of continuous improvement

Achievement of Objectives

Lead times were reduced from 4 – 6 weeks to 5 days, minimum order quantities reduced from 50 to 1 and stock turns increased from 12 to 35p.a.

Smaller order quantities also enabled use of courier companies for deliveries and own vehicles were disposed of with resulting cost saving. Increasing stock turns and reducing order quantities had the 'knock-on' effect of improving also wholesalers' stock turns and cash-flow.

Support was provided to wholesalers through advertising, special promotions, product endorsements with specifiers (e.g RIBA) and creative rebate schemes to provide incentives for business development

Working Style

Pragmatic discussions, understanding market dynamics. Holding discussions at branch levels with local managers, to assist them achieve their KPIs. Engaging with branch customers to support the supply chain to satisfy customer requirements.

Brand management was equally important for success, balancing sales between OEM and branded products and ensuring margins, selling prices and promotions were successfully commercially controlled.

Other Comments

"Having been at the sharp end of the construction industry both in the UK and Overseas, Bryce has an innate and unique ability to fully comprehend the complete supply chain cycle as manufacturer, construction project manager and businessman" *AM Hagemeyer*

Managing Director - Anda Products b7b