

Operational Rationalisation Heating and ventilation (Multi-site manufacturing)

Background

A multi-site manufacturing company in heating and ventilation, with a +£60m sales turn-over required rationalisation of manufacturing centres in UK and Europe, as a cost-cutting exercise. Assignment was in two phases, firstly an assessment of five existing centres with a plan of recommendations. Second phase was to implement the approved recommendations.

Ability to Integrate into Client Company

The initial investigations required site visits to the manufacturing centres and had to be conducted with high level of confidentiality. Commonality of manufacturing processes and suppliers were identified, together with a full SWOT analysis on each site. Cost implications of site closures, disposals and redundancies were all considered. Key personnel were identified together with required skill sets.

Presented recommendations to main board giving detailed costs, time scale and implications on business continuity. All recommendations were accepted and given full approval to proceed with manufacturing centre integrations and closures. Allocated project team consisting of HR, purchasing and finance managers.

Impact on Business

One manufacturing centre was closed and its operations integrated into another centre. Redundancies totalled 53 with 7 people being relocated. Over-head savings equated to £1.3m per annum. Operational savings through re-negotiating and centralising suppliers, integrating similar manufacturing operations and engineering functions provided an additional £950k per annum

Achievement of Objectives

Initial assessment and report completed on schedule with 5 weeks. Implementation of plan completed on schedule of 5 months and within budget.

Working Style

Engaging all employees in difficult circumstances and was able to motivate all to ensure move was completed without major disruption to business, utilising the skill set afforded by the project team

Leadership/Management Skills

Focused on achieving monetary and time scale budgets through pragmatic and tenacious management style

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