



BUSINESS STORIES

B2B MANUFACTURER

AT A GLANCE

CHALLENGE

- High COGS, low OTIF
- 'Boom and bust' invoicing
- Unpredictable production
- Unpredictable delivery dates to clients
- Excess inventory

BENEFIT

- Predictable delivery dates
- Fewer customer issues
- Reduced inventory



"This business had a lot going for it. Loyal clients, a good product, and an excellent reputation in its sector.

But their operations were not performing at an adequate level. Addressing these issues put the business back on track, renewing customer confidence and paving the way for growth.

ANDY DOBSON

Generator

CHALLENGE

An SME B2B manufacturer and key supplier to large, well-known 'box builders' was having to work harder than it needed in order to deliver to the customer. Overall OTIF was mostly acceptable but at the cost of high overtime. Because of poor ordering patterns, inventory was excessive.

SOLUTION

- ✓ ERP system corrected to reflect real process.
- ✓ Together with the client, we conducted a supplier review, aligned contracts and renegotiated rate agreements.
- ✓ Basic kitting rules were established in stores and visual management installed in production.
- ✓ Basic Lean principles trained out across site.

BENEFIT

PREDICTABLE DELIVERY DATES

With newly improved processes and realistic production expectations, the client's customer delivery dates became predictable and their customers were happy.

INVENTORY

Reduced inventory.

RESULT

With output capability improved, the client's invoiced output increased by 60%.

And with more predictable invoice volumes, the company's bank loan was repaid early and a larger competitor they had been wanting to acquire was acquired ahead of schedule.