

CLIENT SUCCESS STUDY

MANUFACTURING PERFORMANCE TURNAROUND

MANUFACTURING SYSTEM DEVELOPMENT

The Situation

The client is a mid-market manufacturer of custom crates and pallets. Material costs were rising and labor utilization had dropped over a period of years. As a result, customer service deteriorated and profitability eroded.

In addition, employees were frequently running out of material, causing orders to be late. The system for planning and controlling production had broken down, as the orders continued to fall behind. Plant supervision became totally ineffective.

Upon deeper analysis, it was discovered that supervision did not have the training, nor the tools to manage production. Production planning did not include adequate inventory to meet order service requirements, and material utilization was low, due to inadequate planning of production operations.

The Challenge

Key opportunities for improvement were:

- Inconsistent material utilization from order to order.
- Under utilization of assembly labor.
- Lack of clear employee assignments.
- Frequent production changeovers.
- Late and incomplete orders.
- Employee dissatisfaction with management planning.

The Approach

Our key focus was to develop a system for manufacturing that enabled the client to:

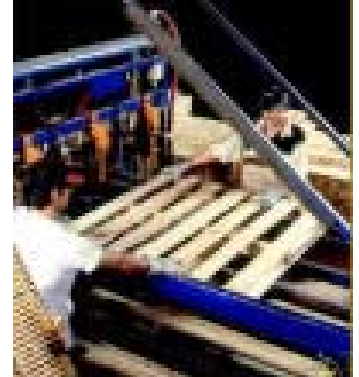
- Assess incoming material and plan the material preparation process.
- Schedule final production assembly based upon material availability.
- Establish production volumes based upon firm orders and customer forecasted demand.

Gordian consultants worked with management and supervision in developing methods to forecast customer requirements, and incorporate them to achieve larger production runs, and reduce production costs. Increased customer contact was implemented to proactively work out issues to increase order service levels.

Employee Involvement was initiated to have management and labor work together to actively address production and maintenance issues, as they were identified.

The Results

Within three months, the client had implemented a management system to enable better planning and control of the production processes. Planning became a daily activity, which involved management and supervision. Material utilization was improved by 27%, while production throughput increased more than 45%. Customer retention improved by 15%.



Employee Teams worked to improve material utilization by more than 27%.



Better visibility of customer needs through forecasting & planning.

**SOLVING YOUR COMPLEX
BUSINESS PROBLEMS**

Gordian Transformation Partners Inc.
10 Glen Lake Parkway
Suite 130
Atlanta, GA 30328
Phone: 678-353-3378
Fax: 678-222-3401
Email: sales@gtpsolutions.com

**S T R A T E G Y , T R A N S F O R M A T I O N S &
P E R F O R M A N C E T U R N A R O U N D S**

ABOUT GORDIAN TRANSFORMATION PARTNERS

Gordian Transformation Partners is a boutique management consulting firm that integrates traditional management consulting disciplines with high-impact leadership practices and breakthrough thinking tools for mid-market clients. The result is a powerful consulting process that enables CXO's to solve their toughest business challenges with speed, efficiency, and economy.

Gordian Transformation Partners is headquartered in Atlanta, GA. We draw on the knowledge and experience of our consultants, whose skills span the initial generation of ideas and insights all the way through to detailed implementation. Gordian's consultants have lead transformation and turnaround initiatives for over 500 Global 1000 and mid-market companies in Australia, Belgium, Canada, Cyprus, Denmark, Finland, Hong Kong, Indonesia, Italy, Jamaica, Malaysia, Mexico, the Netherlands, New

Guinea, New Zealand, Norway, Portugal, Singapore, Spain, South Africa, Sweden, Trinidad, the United Kingdom, and the USA.

Gordian's consulting expertise addresses every area of your enterprise, from developing a transformation strategy to make your organization more customer-focused, to optimizing your supply chain investment, with the tools and expertise to help you reach your objectives.

Gordian draws on the knowledge and expertise of our consultants, whose skills span a wider range of capability than many other major consulting firms. The disciplines of Gordian's consulting specialists are underpinned by deep change management experience - managing risk, mobilizing staff and integrating initiatives to deliver sustainable change quickly.

Gordian Transformation Partners assists clients on a wide array of issues and problems, regardless of industry vertical. Gordian's

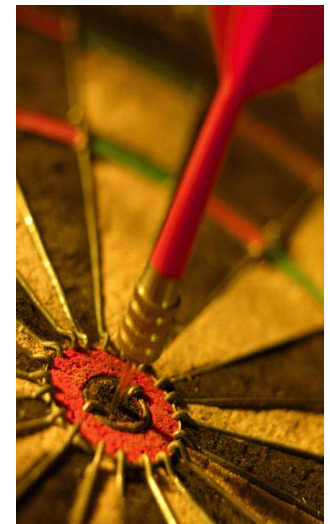
consultants' capabilities have been developed through years of experience creating solutions for the most complex, fundamental problems facing companies today.

Gordian Transformation Partners is focused on what is most important to senior executives and their organization:

- Enterprise Transformation
- Customer Driven Transformation
- Strategy
- Change Management
- Business Process Management
- Performance Turnaround
- Behavioral Development

Gordian Transformation Partners:

- *Help organizations produce extraordinary business results, while connecting and enriching the lives Gordian Transformation Partners touch.*
- *Works in a dynamic team environment, where you and your management team share substantially in the economic value that you help create.*
- *Trains and develops you and your management team, to realize your fullest potential.*
- *Transforms your organization to a collaborative, high-energy, and fulfilling work environment.*



Is your business on target with your vision and customer expectations?

**Contact Gordian at:
sales@gtpsolutions.com**