



Streamlining Projects

The application of ToC within two project environments



By focusing on areas that are problematic, we are able to deliver better than expected results



Head of Engineering, Bentley Motors

GOLDRATT^{UK}
Knowledge that delivers™



Bentley Motors

CASE BACKGROUND

Bentley Motors is the definitive British luxury car brand, known for their craftsmanship. When Goldratt UK arrive at Bentley the company were in the midst of a product refresh, updating and modernising one of the current vehicles. The challenge was encountered when their market research showed they needed to design a new seat to satisfy their US audience. As a result, the challenge of designing a new seat for the American market, whilst working in the ridged engineering environment.

THE APPROACH

From this it was clear that the implementation was to be broken down into two phases;

Planning - Setting logical due dates that have been calculated based on duration of tasks. Plus, understanding Bentley's high level flow to create a logical dependency.

Execution - Regularly reviewing progress of the plan in comparison to the buffer consumptions and taking quick corrective action when buffer consumption was too high.

THE RESULTS

Over the time Goldratt UK spent with Bentley Motors there were a number of successes:

- | The project was delivered on time, in this case the project time took 50% less than their standard timings.
- | Outsourced parts lead times reduced significantly, to around 50%.

What did these results look and feel like?

- | High level of collaboration and communication from all involved in the project
- | Fast escalation of problems, so they are solved quickly and efficiently
- | Tasks are completed on time, with no delays to the due date



Johnston Sweepers

CASE BACKGROUND

A world leader in roadside sweepers, Johnston Sweepers realised that to stay on top of their competition they needed to shorten the lead times on their products. However, like many the organisations in project design, Johnston Sweepers suffered from:

- | Market requirement were shifting faster than their new product cycle
- | Sales were consistently pushing for “fresh features”
- | Managing multiple projects with minimal resources, that are spread out across different sites and countries
- | Engineering and Sales have different interpretations on what is required.

THE APPROACH

As Goldratt UK started their implementation at Johnston Sweepers, the company were about to start new projects. To enable maximum efficiency of the projects a customised plan was followed:

- | Develop a mechanism that released new projects when required so the capacity was not overflowed
- | Develop a process to gain consensus on scope and how to communicate it to others
- | Coaching of staff to implement new method of working, with support of senior management to maximize buy-in

THE RESULTS

The results seen with Johnston Sweepers were:

- | Lead times were improved without compromising the budget, scope or quality
- | Hidden capacity found and now being utilised
- | Better quality of information being communicated among departments in their organisation and external businesses
- | Project team have increased focus on hitting their due dates

What did these results look and feel like?

- | Clear visibility of project status for senior management
- | Daily tracking of tasks progress, meaning a better Due Date Performance
- | Better allocation of their required resources, meaning resources are exactly where they need to be, when they are required



With over 25 years of experience Goldratt UK can help both small and large organisations transform their manufacturing operations into a systematic and organised environment, which results in you meeting you deliver in full and on time, every time.

Typically we will

- > Increase Delivery Performance to 99%
- > Reduce Lead times by up to 75 %
- > Reduce Inventory to release help up cash by up to 50%
- > Reduce your internal costs by up to 20%
- > Increase capacity by up to 50%
- > Increase sales up to 20%
- > Increase potential profitability by 100%

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