



## 3m, Bangor, NI

### Rapid and impressive improvement

3M's Bangor, Northern Ireland facility produces a wide range of tape products that are used across a broad range of applications from home improvement to aerospace, throughout Europe and the USA. Renoir Consulting was asked to look at the reality and achievability of their production plan. The result was an impressive 40% improvement.

"In my 30 years at 3m, I have never seen such a rapid and impressive improvement as has happened here in Bangor."

#### OVERVIEW

Challenging sales and production targets had been set to ensure 3M's competitive position. In Bangor, production was set to increase from 72 million m<sup>2</sup> to 100 million m<sup>2</sup>. Both the workforce and management were skeptical, as previous targets had not been met and achievement was critical to offset the effects of currency exchange rates in their key export markets of Europe and the USA.

#### ANALYSIS

Renoir's preliminary Analysis looked at: management systems; organisational structure; business processes; performance levels and product/service costs; equipment utilisation; behaviour and cultural issues; technical, supervisory and managerial issues; development and training needs; planning; maintenance systems; waste; and communications.

A number of issues were identified, including, excessive overtime levels, unsatisfactory delivery performance; large variations in volumes, and 'surprises' in the planning process. There was also ineffective control of operating expenses, waste, maintenance costs, and absenteeism. Finally, there was poor understanding of the cost components of their 800 plus, product range.

#### FOCUS PROCESS™ & IMPLEMENTATION

Along with a task force selected from 3m, sales, operations and the inventory controller function were merged into a single planning process and a new capacity modeling tool for the site was developed.

Renoir's Focus Process™ guided the work force to accept challenging targets and new ways of working, creating ownership and involvement at all levels of the business.

Desired behaviours were linked with improved performance outcomes as behaviours became measurable, leading to an improved culture.

#### RESULTS

At 3m Bangor, the changes in systems, processes and behavioural improvements generated increased plant capacity potential in the order of 40%. Reductions in waste brought additional financial benefits of £400,000. These improvements were sustained and further built upon after the project.

#### THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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#### World Leaders in Sustainable Change

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