

Ribbons Limited, England

Ready to respond

Ribbons Ltd. is a leading manufacturer of webbings, used for seatbelts, lashings, harnesses, and a variety of other applications for customers, worldwide. The UK based company enjoys an outstanding reputation for their quality and customer service.

A global economic slowdown caused concern regarding future demand levels and their ability to respond rapidly to significant changes.

The Ribbons Board called upon Renoir Consulting, due to their long standing working relationship, to conduct an initial survey to identify ways to reduce waste, improve throughput, and get better control of their core processes.

ANALYSIS

Renoir conducted a two week analysis and found several areas that were impacting production:

1. Product changeover was causing delays at both of the two main stages of manufacture (weaving and dying). Planning within the dye house was not sufficiently focused on this situation resulting in sub-optimal machine throughput.
2. Maintenance was carried out in a reactive manner, having a significant impact upon production, especially in the dye house (factory "bottle neck").
3. Quality standards throughout the process were not robust and in focus, resulting in large quantities of substandard webbing.

PROJECT

Production Planning was split into two areas of focus:

Seatbelt production problems were mainly within the dye house. The issues were resolved by planning on a weekly basis to minimise product changeover times and maintain longer production runs.

Non-seatbelt products often required short runs of specific designs and specific colours. Recent reduction in demand had not led to a reduction in manufacturing, resulting in excess stock, and WIP. Planning was changed, based on a model that assists in identifying the amount of stock that should be maintained at each stage of the process. The result was reduced costs and better flexibility.

Maintenance had suffered from operating in crisis mode, resulting in an increasing number of breakdowns, particularly in the dye house resulting in lost throughput, and waste. A preventative maintenance program provided significant reduction in downtime.

Key Results

30% waste reduction

Improved productivity

Improved quality

Better customer
delivery/responsiveness

Better margins

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.

Maintenance also suffered from a shortage of spare parts. A plan was designed to catalogue maintenance stores and identify the parts required.

Waste. A fragile process and the materials used, created ongoing quality problems. Two major areas of focus resulted in significant benefits:

- Within weaving and dying, an increased focus on identifying quality faults earlier in the process and standardising the methods employed to identify quality faults.
- Within the dying process, improvements were made to increase the flow of liquid, eliminating spotting, the number one quality problem.

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.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.