

Case Study

Transforming Operational Performance

The leadership issue: How to transform operational performance and realise growth potential.

Background

This company is one of the world's largest in the high-technology engineering sector, and needed to drive up performance in one of its growing divisions with a turnover of more than £2 billion.

What we found

The future strategy for the operational sites in the UK was unclear and needed resolution. Also, the business had been growing by around 25% per annum, the operational sites across Europe and China had encountered a number of differing problems, and there was a significant opportunity to drive up performance.

What we did

Initially we undertook a detailed review of the future options for the service sites across the UK and Europe. The options were debated with the Executive Team and actions agreed to develop, merge or sell off sites.

We were then asked to help them with one of their key manufacturing sites in Scandinavia and over six months worked closely with the local management team to:

- ◆ Improve the end-to-end planning process resulting in a 20% working capital reduction in the first 13 weeks, reducing throughput lead times by 60%, and increasing productivity by 20%
- ◆ Coach the management team to work with a much improved leadership and control process, with a common set of objectives and targets

This made a real impact and the team moved on to a new site in Poland, which was suffering from very poor customer delivery performance and in need of radical improvement:

- ◆ The operational 'Transformation Programme', led by the site VP, was very successful and was recognised by the Group Manufacturing Director as a benchmark of 'Operational Excellence'

Further engagements have followed, involving complex operations in Shanghai and Norway.

Results

For example at the Polish operation:

- ◆ Delivery performance raised from 28% to 90%
- ◆ Working Capital reduced by 30%
- ◆ Sales Revenue and Margin exceeded budget, recovering a 20% deficit
- ◆ New Organisation, Capabilities, Management Control and Reporting were established to drive future change

The site is recognised as a benchmark of Operational Excellence for the company, with an enviable Continuous Improvement culture.

The client continues to engage with Curzon and describes us as:

“Specialists who have real expertise and possess the change skills and pace necessary to help develop the expertise of our people and deliver real results in areas where we have struggled to improve performance. They have an ability to work closely with the Executive Team, getting alignment around key decisions and accelerating the pace of change and improvement.”

**Divisional Director
Global Engineering Company**