

## Business transformation at DSL Switchgear



### The Challenge

DSL Switchgear is a Manchester based subsidiary of a multi-national French-owned manufacturing group. The loss-making company employed around 120 people and turned over around £35m. It was agreed that over a 12 month period the company would be transformed from an old fashioned manufacturing unit to one which would embrace lean principles.



### What we did

An analysis of the company's processes indicated that materials flow, stock reduction, productivity and culture were the main issues to be addressed in the initiative. Working closely with the senior management team cultural change and business transformation were achieved through activities such as:

- Process mapping of the production and information flow to simplify and standardise every process
- 5S of the area and implementation of standards
- Introduction of cellular manufacturing
- Introduction of Kanbans
- Use of TPM on key machines
- Reduction in change over times
- Stock profiling
- Introduction of Master Production Scheduling and linked Production Planning



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- Education and training in Lean thinking using simulation games and classroom training.

To ensure that the improvements were implemented and sustained a team of full time lean experts was trained in lean principles and the concepts of change management. Senior managers also participated in extensive training to ensure their buy-in and support.

## Results

A transformed business which had a shared vision, improved morale at all levels, change in culture as well as more quantifiable benefits including:

- reduced product cost by an average of 20%
- reduced staffing, down from 120 to 93
- increased productivity, approximately 40%
- lead time down from 10 days to 2 days
- inventory turns increased by 5
- turnover increased by 28%
- reduced product cost by an average of 20%

## What the Clients thought

“The change instilled in the organisation enabled a transformation in the business. Lean principles and culture enabled massive benefits to the business. I would recommend any company to take this journey.” Nick Collins MD