



# 3M

Bangor, Northern Ireland

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. Rembrandt Consulting, a division of the Renoir Group, was asked to look at the reality and achievability of their production plan. The result was an impressive 40% improvement.

## OVERVIEW

The year 2000 was an important one for 3M in Europe. Challenging sales and production targets were 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 sceptical as previous targets had not been met and achievement was critical to offset the effects of the strength of the British pound in their key export markets of Europe and the USA.

## THE ASSESSMENT

A Rembrandt Consulting team carried out an analysis, looking 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.

Rembrandt found that overtime levels were high and delivery performance was unsatisfactory. There were large variations in volumes, and 'surprises' in the planning process. Controls of operating expenses, waste, maintenance costs and absenteeism was not effective, and accurate costs of manufacturing their 800 plus product range were not known.

## FOCUS PROCESS™ & IMPLEMENTATION

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

Rembrandt'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 savings in the order of £400,000. These improvements were sustained and further built upon after the project.

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

## KEY RESULTS

- 10% line speed improvement
- 22% reduction in waste
- £400,000 waste savings
- 100% "On-Time in Full" achievement