

Benefits

The aim of the programme is to deliver an increase in volume throughput (cars per week) of 15% without any significant increase in resources.

To get this increase in throughput we first deliver the improvements in on-time delivery and reduced key-to-key process time. This gives you an immediate competitive advantage within the industry.

These performance levels all but guarantee an increase in work from your providers.

On a typical Bodyshop processing 40 to 50 cars per week, the throughput increase translates into a bottom line **profit opportunity of between £150,000 to £180,000 per year.**

Summary

The Lean-Flow Bodyshop Solution is a unique package within the industry. It offers the possibility, within four months, of achieving a true step change in the performance of your Bodyshop.

It is focused on addressing the three key problems currently prevalent in the sector; poor on-time delivery, long key-to-key times, and not making enough money despite being busy.

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Free Training

The Lean-Flow Bodyshop Solution is based on robust core principles, and to demonstrate this, we provide free half-day training workshops for you to take a look at the principles of the solution, and how it works, prior to making a commitment.

The workshops are based on a 'hands on' simulation of a Bodyshop, and the majority of the three hour session is spent running this simulated Bodyshop and seeing first hand how changing a few things can have a big impact on the results.

Participants will receive the training presentation and the results from their three simulation runs, which will confirm the main benefits that the Lean-Flow Bodyshop Solution delivers.

It does this by attacking only a few change points and hence can deliver the results much faster than other techniques.

To find out more about how this solution can be applied to your Bodyshop, or to book yourself onto one of our regular free training workshops, then please contact Paul Wilson or Tony Lumb at I&J Munn and we will be happy to meet with you to discuss how the Lean-Flow Bodyshop Solution can work for you.



Lean-Flow Bodyshop Solution

Is your Bodyshop suffering from:

- * **Failing to meet your targets for:**
 - **Key-to-Key Time?**
 - **On-Time Delivery?**
- * **Failing to make enough money from your operation even though you are very busy?**
- * **Having high levels of work in progress and yet failing to get high throughput of cars?**



Would you like to have, within four months:

- * **100% on-time delivery**
- * **In a shorter process time**
- * **With increased throughput of cars of 15% or better**

and by doing all of these,
**Increase your profit
by up to 150%?**



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The Problem

The Accident Repair Sector is under pressure like never before. Work Providers, driven by consumer pressure, are pushing the industry for higher and higher levels of performance. We see this in the new contracts being proposed from the Work Providers, and also in the drive for ever higher standards such as PAS125, which do not come for free and can involve significant investment in systems and equipment.

All of this means that performing to the levels of the past are not going to be sufficient to survive in the future, and change is going to come whether we like it or not.

The Solution?

There are a number of improvement programmes available in the Accident Repair Sector at the moment, including a number of 'Bodyshop Programmes'. However, these mainly focus on the administrative part of the overall system, which whilst necessary and useful, are not, by themselves, going to improve the actual flow of work through the Bodyshop. There is one solution being offered which addresses the flow issues inside the Bodyshop, and that is 'Lean'. Widely used in the Automotive Industry this technique has been pioneered by Toyota and other major players in the automotive and other industries.

So does it work? A very big 'Yes' but also a very big 'BUT'.

Lean works, BUT it takes time - a long time.

Whatever the new future holds, we must be capable of addressing three key demands:

100% on-time in full delivery - to the first promise not the 'latest' one

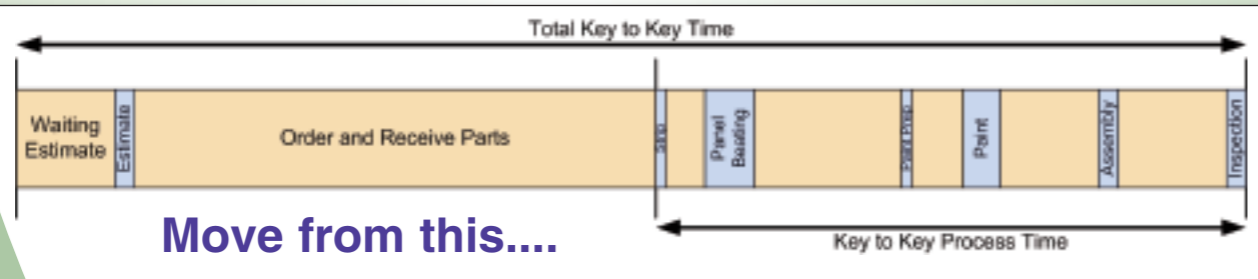
Ever shorter key-to-key times

Getting more cars through the Bodyshop in order to make more money

Toyota have been running their Lean Journey for almost 60 years, and still state publicly that they have a long way to go. With the degree of pressure in the accident repair sector, there is significant pressure to get the results which Lean can deliver, but to do it now.

So is there a better way?

Lean-Flow is a technique which comes from manufacturing, projects, and major repair industries (MRO) where it has delivered significant and lasting impact on all three metrics of on-time delivery, shorter lead times, and increased business throughput.



Step 1 - Gain Control

No business is capable of profitable and sustainable growth if it does not have a stable foundation. The first step in the Lean-Flow Bodyshop Solution is therefore to gain control and deliver the stable foundation from which to grow. Stable foundation in our terms means - 100% on-time delivery with the process time in the Bodyshop approximately half of the current average.

This is achieved by implementing a change plan which includes the two main factors of robust schedule and release control.

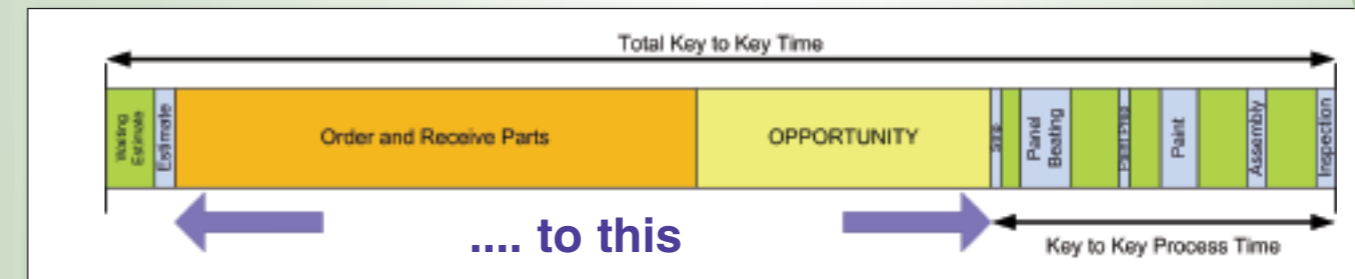
First, we need to train the key people in the Bodyshop which will include the management, scheduling and supervision staff as a minimum. The reason we place such a high emphasis on training is that the solution is more about what people have to stop doing - in terms of behaviours and decisions - than it is about the new things.

The two day training programme will kick start the implementation process which contains, in addition to the training, software to support the new way of operating and also new work procedures.

Within 6 to 8 weeks of starting, the solution will be ready to be switched on, and the benefits will start being seen within 2 to 4 weeks from then.

As the process starts to bring things under control we then identify and remove process bottlenecks by use of the Lean toolset - the 'Lean' part of the Lean-Flow solution.

After 4 to 6 weeks a degree of stability will have been reached, and the flow of work in the Bodyshop will resemble the diagram below. The "Opportunity" released is then ready for Step 2.



How does Lean-Flow Work?

Lean-Flow focuses all of its efforts on the 'constraint in the flow'.

Specifically for a Bodyshop, it looks at what is stopping the flow hitting 100% on-time. Perhaps not surprisingly, the main culprit is the high level of work in progress which has a detrimental effect on hitting 100% on-time delivery - and also has a negative effect on key-to-key time.

There are many things which make the Lean-Flow Solution work, but the two main ones are:

- 1 - to create a **robust work schedule** which is capable of hitting all the due dates of jobs in the system
- 2 - to **control the release of work** into the Bodyshop

Let's look at how these factors help improve performance against our three key demands.

Step 2 - Growth

The "Opportunity" generated by Step 1 of the process is initially needed to achieve and maintain 100% on-time deliveries - to the normal Work Provider key-to-key expectation. The lead time opportunity makes it easy for the Bodyshop to hit the delivery dates. However, what will then follow, almost inevitably, is an increase in work being provided from the Work Providers. They are driving for improvements in both on-time and key-to-key and hence once these are being achieved then there will be immediate pressure to take more work.

This is where the "Opportunity" needs to be used next. An increase in work means - more due dates within a given time window - and the lead time opportunity can be used to stagger this additional load without needing more resources.

This does imply that additional 'capacity' has come from somewhere, and this is correct. However, it is not new capacity, but simply the release of current capacity which is being

wasted in the current expediting and progress chasing environment. The reality of this capacity release will have been clearly demonstrated during the training, and the Bodyshop will see this additional capacity steadily become available as the process bottlenecks are systematically dealt with.

Depending on the degree of expediting in your Bodyshop, the released capacity can be as much as 25% of your current average capacity.

Using this released capacity is the route to the third of the key demands - getting more cars through the Bodyshop in order to make more money. This is the ultimate goal, but it cannot be done without gaining control - getting a stable foundation - and then steadily increasing output whilst remaining in control - without throwing more resources at the growth.

Where things go next is up to your ambition. The Lean-Flow Bodyshop Solution is capable of fairly rapid roll out within a group of Bodyshops, and it is also capable of rapidly turning around any new acquisitions to a group.

Your growth really will be in your hands rather than in the hands of your Work Providers. Will they say 'no' to the levels of on-time delivery and potential key-to-key reductions you can bring them?

**Implement
the Lean-Flow
Bodyshop Solution
in less than 4 months**