

Case :

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Country :

Belgium

Sector :

Paper Industry – production of paper bags

Company :

A paper bags factory.

Type of intervention :

Re-location of a plant.

Productivity improvement production dpt.

Re-organization.

Development and implementation improved 360° management control system.

Project Goal :

We helped our client to close down one plant and to integrate the entire production into another.

Our goal targeted the development of an approach to set up :

- The processes in line with the company's strategy
- A transparent organizational structure with clear roles and responsibilities
- A coherent operational management coaching system to support the organization in the achievement of its objectives.

What did we do?

A first exercise was to see whether it was possible to achieve the company's group goals within the current organizational structure. Instead of working with shift leaders we set up a structure with coordinators in each shift. Furthermore we defined the role of every person at the different machines.

The second step was to see what kind of people we needed for the new structure. We put in place a new organization structure.

We implemented a management coaching system. We implemented a daily reporting system, so the operations manager was able to control the production very closely enabling him to take action whenever necessary by comparing the work planned and the work produced. A maintenance system has been set up.

Results :

The result was a 15 to 20% increase in overall productivity (number of paper bags / man-hour) (from 250 bags/man-hour to 350 bags/man-hour and one year after the project even to 450 bags/man-hour).