

Case :

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Country :

Belgium

Sector :

Building – Prefab concrete production

Company :

Company produces pre-molded big concrete structures for bridges etc.

Type of intervention :

Margin improvement.

Improvement of price calculation.

Improvement of interfaces between engineering dpt. and production dpt.

Improve production planning.

Development and implementation improved 360° management control system.

Project Goal:

The overall goal was to produce less m3, but with a better margin.

What did we do?

The function of the production director got redesigned.

The sales director kept all data for himself. As soon as the production director was absent, he went on the floor and started managing people himself. We installed a weekly management meeting.

We developed production standards (man-hours/m3). Through better planning it was possible to improve crewing levels in the factory.

We implemented a correct price calculation and made them promote more the easy products and made them sell not per m3 but per element. We made sure all the products got inserted into the budget (before that, they forgot products in the budget).

Results :

During the project we increased productivity by 3.