

**Case :**

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**Country :**

The Netherlands

**Sector :**

Production – Design Furniture

**Company :**

A manufacturer of exclusive design furniture in the South of Holland. Manufacturing takes place in five different locations with 450 (fte) employees

**Type of intervention :**

Production and planning : improve efficiency and interfaces.

Development and implementation improved 360° management control system.

**Project Goal:**

The focus of the project was the production departments and the planning department.

The client asked for efficiency and productivity improvement in the production departments and an improved organizational structure. Because the furniture business is a labour-intensive industry, it was mainly about labour-productivity.

**What did we do?**

- We removed one management layer. Shop floor supervisors reported now directly to the production manager.
- We implemented a weekly meeting for the shop floor supervisors with the production manager, in which the performance of the production departments is discussed and corrective action is taken where necessary.
- The amount of indirect workers has been cut in half.
- The right people have been put in the right place (replacement of production manager, redundancy of material manager).
- The two upholster departments have been merged into one. In addition, the two departments that glue body and polyether together have been merged into one.
- Because of direct supervision and planning according to standards and norms, we were able to show an overcapacity in production. This has lead to a redundancy of 70 (fte) employees.
- The planning system has changed. Production planning focuses now at production capacity instead of trailer loads.
- The central planner became more important. He became responsible for the operational planning of the whole factory. This meant a transition from decentralised planning towards central planning. The communication structure has changed accordingly. A cockpit meeting is introduced. The members of this meeting are the central planner, the production manager and the purchase manager. Production capacity, amount of orders and material availability are discussed.
- A management information system was development and implemented. We also improved the integrity of the collected data.