

# CASE STUDY



Alexander Dennis Ltd (ADL) is the UK's leading bus and coach manufacturer employing over 2,000 people in the UK, Asia Pacific and North America. The company encompasses three famous and successful brands: Alexander, Dennis and Plaxton.

“Following attendance at the course ‘Lean’ is becoming our natural way of thinking and is becoming part of our day to day activities”



### Lean Project

The team was assembled with the objective of improving material supply to point of use. Twenty-five vehicles are produced each week with over 10,000 individual components per bus, which relates to approximately 30 kits per vehicle.

The project began with an understanding of the current “Goods Receiving” process. This led to the team setting out the steps involved in the receiving of materials into the supply chain and visualising how materials are processed to meet all quality requirements.

There are many reasons for the process issues which arose however through the data collected, the team were able to identify the three main reasons for inefficiency:

### Outcome(s)

1. Missing and incomplete paperwork
2. Mixed pallets of export and Falkirk build
3. Waiting for prices on Purchase Orders

In addition to the above issues, the team have addressed inefficiencies relating to kitting. By measuring the amount of first time complete kits during the project, activity improved from **40% right first time to 63% right first time**. This identified the importance of measurement and visibility of impact.

The programme brought together individuals from different disciplines as one team to concentrate on a process which impacts on the whole business. The learning and development gained is probably the most significant benefit of the programme as the team are now able to think Lean within the business, well beyond the activities of this project.

As the actions are now beginning to improve the inefficiencies identified by the team, the projected annualised savings on the top 2 issues will amount to **£18,772.00** per annum. In addition to this, the team recorded a further **168 hours** in one week due to waiting time associated with no price on the purchase order. The financial impact of this is difficult to measure however it does have a major effect on the flow of materials through the production processes. The top 3 issues represent almost **30%** of the hours taken to build a single deck bus.

A series of quick wins have also been introduced to address other issues identified within the analysis.

This programme is now available co-funded with a Government contribution of 90% via the apprenticeship scheme. For further details call **01253 808380** [info@rkmsuk.co.uk](mailto:info@rkmsuk.co.uk)

