



Hot dip galvanising tank in action



The team creating standard operation sheets for the tank operators

By using CLIP...

‘We have increased the weight of metal on each dip by 7%. This has led to a significant increase in turnover’

## What attracted us to the CLIP programme

The Wedge Group board heard about the CLIP approach, and how it could make any process more productive. They asked the CLIP team to give us a presentation explaining how ‘lean’ working could benefit the factory.

We realised that the ‘lean’ approach to working would fit in nicely with the other initiatives that our management team was bringing in. It was time for a change, and we knew CLIP could help us improve.

## What our aims & expectations were

The main aim of using CLIP was to improve the efficiency of the factory and increase turnover by working smarter. We wanted to focus on increasing the throughput of jigs though the galvanising tanks without hiring extra staff, or compromising quality.

We saw CLIP as a chance to look in detail at every process in the factory. We would then be in a better position to understand how each process impacted on our overall efficiency.

### ■ We also expected to:

- Improve job satisfaction and security at the factory
- Continuously improve our safety record.

## How the CLIP process worked for us

Our best opportunity to become more efficient was to increase the weight on the jig per dip. This became clear at the ‘pre-diagnostic’ workshop, where we reviewed the data collected from the factory floor with the CLIP engineer.

We spent a lot of time looking at the ‘root’ cause of any problems in the

## THE PROJECT

Increasing turnover by improving efficiency at a galvanising company

### MANUFACTURER:

Pillar Wedge

Chris Boardman of Pillar Wedge tells how CLIP helped them to increase turnover by working smarter and making their key processes more efficient.

## MANUFACTURER'S VIEW

### Background to the project

The company is based in Heywood and is part of the Wedge Group. The group as a whole offers a national galvanising service, and we specialise in ‘hot dip galvanising’.

We have a strong focus on service and quality, and delivering a fast turnaround time for our customers.



## JARGON BUSTING BOX

### ■ **7Ws – look for seven wastes that can never be added value:**

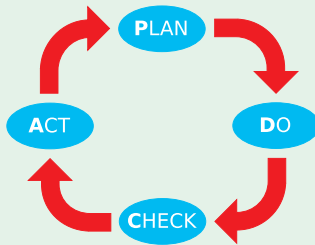
- Motion    ■ Transport
- Waiting    ■ Overproduction
- Defects    ■ Unnecessary inventory
- Inappropriate work or processing.

### ■ **5Cs – check these to lay the foundations for continuous improvement:**

- **Clear out** – separate the essential from the non-essential
- **Configure** – a place for everything, and everything in its place
- **Clean & check** – assess the current condition of the environment
- **Conformity** – ensure standard easily maintained
- **Custom & Practice** – ensure everyone follows the rules.

### ■ **THE PLAN-DO-CHECK-ACT (PDCA) CYCLE –**

a way of thinking which encourages continuous improvement



### ■ **THE CLIP – ‘standard structured approach’ – which is made up of four main stages:**

- **Pre-diagnostic** – setting the aims and training the team in lean tools and techniques
- **Diagnostic** – practically applying the tools to analyse the situation
- **Improvement activity** – looking at the data for opportunities to improve processes
- **Follow up** – identify barriers to success and set improvement actions in place.

### ■ **VISUAL CONTROL –**

a major part of the CLIP process is to use visual tools to display data, highlight improvements and record ideas. These include:

- **Key Performance Indicators** – are the measure of performance of activities that are critical to the success of an organisation
- **Pareto Chart** – a comparative bar chart that shows the number of defects for each chosen area of work, and the cumulative total of defects over the whole project
- **Fishbone Diagrams** – are used to identify the possible causes of problems. Start by defining the problem to be investigated and write it down. Then draw lines (bones) to represent each cause that runs into it. Finally you can brainstorm what is actually the cause of the problem
- **Priority Matrix** – a quadrant chart used to prioritise which improvement areas to focus on first. For example, you can place activities that will have a high impact at a low cost in one quadrant and focus on these first.

## GETTING HELP

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