TOTAL EXCELLENCE MANUFACTURING
LEAN IMPLEMENTATION WITH SUSTAINABLE RESULTS

The Challenge
For SCA Packaging Asia, supplying packaging to global electronics manufacturers and subcontractors throughout China and South East Asia on a 'just in time' basis was a major challenge.

The Solution
TXM introduced lean enterprise principles across four SCA plants in China and one in Malaysia. Mapping the key product flows and coaching the SCA plants to improve production planning using FIFO flow between processes and implementing a finished goods Kanban supermarket SCA was able to supply to its customers JIT requirements. TXM also introduced 'Lean Daily Management' involving maintenance of key visual metrics, daily meetings to take action on performance and structured problem solving to address daily issues in quality, reliability and productivity.

The Results
Implementing the TXM program, SCA Plants achieved lead time and WIP reductions of up to 50%. Downtime was reduced by up to 30% and quality defects and returns by 25%.

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Spectacular! The spotless factory now leads the world in race craft productivity and quality. Sykes have reduced their order backlog from 6 months to 6 weeks, halved lead time, and increased productivity by around 30%.

The Challenge
The popularity of Branach’s range of ladder and access products presented opportunities for them to expand their market in Australia and overseas. Constrained by space, production capacity, manufacturing systems and processes more suited to a much smaller business, Branach recognised the need to improve production and management processes and systems in order to increase productivity, improve customer service and reduce waste, in short become more efficient.

The Solution
Using value stream mapping to identify process inefficiencies, TXM assisted Branach to develop and implement a new future state for its operations involving a complete end-to-end lean production system that has driven dramatic overall improvement.

The Results
› 50% overall improvement in production.
› 80% reduction in lead time.
› The processes and capacity to drive a 100% increase in sales.

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Tough & Getting Tougher

A tough global economy and world-wide competition means businesses everywhere are under increasing pressure to deliver returns on their investments. Today’s successful organisations have focused on developing sustainable efficiencies in every aspect of their operations, from the boardroom to the factory floor, across the supply chain and throughout the distribution network. Assisting them in this challenge is leading Lean Solutions advisory group, TXM.

Introducing TXM

TXM are the Lean Enterprise experts, adapting and creating profit building processes to fit each customer’s industry and culture. With decades of manufacturing expertise and outstanding lean coaching skills TXM achieves real lasting results for our clients across every aspect of operations. We develop the people, the processes and the culture to achieve sustainable positive change and provide a platform for ongoing continuous improvement within your business. Using proven world-class Lean Manufacturing practices, TXM works with your team, to achieve breakthrough improvements in business performance. Our sustainable results include:

- Productivity – increased 30%
- Inventory – reduced 50%
- Lead Time – reduced 80%
- Defects – reduced 75%

Our broad industry backgrounds and practical ‘hands-on’ coaching approach means that we can work with your team to develop tailored long-term sustainable solutions. Our team of experienced and successful manufacturing professionals understand the many challenges businesses face because we have experienced it first-hand. Whether you are a leading global company with thousands of employees or a small-to-medium sized operation with a few dozen, TXM has the knowledge and experience to deliver sustainable and continuous improvement to your business.

“We couldn’t have asked for more from TXM, the team delivered what we wanted and so much more. They were professional throughout the project and became a key part of our team for the entire project.”

Mike Walsh / Branach Manufacturing

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“Our clients want lasting improvement in their business performance, and that’s what we deliver.”

Tim McLean / TXM Founder & Managing Director
**CASE STUDY 1**  Multi Site Lean Transformation / China and South East Asia

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**CASE STUDY 2**  Sykes Racing – An Olympic Success Story / Australia

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**CASE STUDY 3**  Branach Manufacturing / Melbourne, Australia

**The Challenge**
The popularity of Branach’s range of ladder and access products presented opportunities for them to expand their market in Australia and overseas. Constrained by space, production capacity, manufacturing systems and processes more suited to a much smaller business, Branach recognised the need to improve production and management processes and systems in order to increase productivity, improve customer service and reduce waste, in short become more efficient.

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What We Do

The process starts with a clear understanding of your business objectives. We then design a tailored program and action plan to take your business where it needs to go. Ongoing support with the skills and coaching at every stage ensures that each of your objectives are achieved. We have delivered sustainable bottom line improvements across the whole manufacturing process from plant layout development to supply chain design and a huge range of business processes from product development to financial processing.

By engaging the entire workplace, we create a culture of continuous improvement throughout your business, where everyone works together to drive operational performance and solve problems each day.

A Practical Approach

We use a ‘Plan-Do-Check-Act’ approach to Lean implementation, we work with you to tailor a solution, get hands-on with you as you pilot the solution, then give you time to trial and reflect on the new processes before returning to your site to ‘check’ the results and ‘act’ to lock in the change.

The TXM Plan-Do-Check-Act Approach to Implementing Lean

“"We get as much work done in half the time it used to take. Lead time targets have been exceeded with 90% of doors manufactured to order in under four days."

Leon Joyce, Operations Manager, Larnec Doors
TXM Provides a Total Excellence System

The Total Excellence System (TES) is the TXM integrated approach to business-wide Lean implementation. It is specifically designed for businesses looking for a total Lean transformation across multiple sites and geographies. TES builds on our team’s industry experience in achieving sustainable business excellence through Lean.

The Comprehensive Program Involves...

Senior Leadership Coaching and Development
To align the goals and behaviours of the leadership team and ensure that leadership are able to effectively direct and support lean change at the front line.

The Total Excellence Pathway
A Lean road map based on TXM’s lean strategic diagnostic tool to benchmark your performance against the best lean companies and help you build your pathway to excellence.

Manufacturing Agility Process®
To understand your end-to-end business processes in order to eliminate waste & create a more agile & responsive organisation.

Practical 5S (P5S)™
To set a standard for workplace organisation and engage every employee in the process of improving their work area.

Lean Daily Leadership Process (LDLP)®
An integrated system to develop front line leaders & provide them with the skills to effectively lead their teams to peak performance.

Solving Problems Every Day (SPED)®
A practical way to engage teams in applying simple root cause analysis techniques to solve problems that impact every day performance.

The Total Excellence System Implementation Process

Senior Leadership Coaching
› DEVELOP STRATEGY
› ALIGN ORGANISATION
› COACH LEADERSHIP BEHAVIOURS

Total Excellence Pathway
› BENCHMARK BEST PRACTICE
› TRACK YOUR PROGRESS
› HIGHLIGHT IMPROVEMENT

Manufacturing Agility Process
› MAP KEY VALUE STREAMS
› DETAILS OF TACTICAL A3 PLANS
› FOCUS ON BUSINESS OUTCOMES

Lean Daily Leadership Process
› DEVELOP LEAN FOUNDATIONS
› COACH FRONT LINE LEADERS
› IMPROVE WORK ENVIRONMENT

Lean Daily Leadership Process Training

TXM Lean Daily Leadership Process Training can be delivered as an Australian Government accredited training course in Competitive Manufacturing. These qualifications attract generous government funding. LDLP® training covers the core elements of Visual Management and Daily Leadership, Practical 5S and Solving Problems Every Day to build the foundations of your shop floor lean production system. You can then select two optional modules focusing on the particular lean skills you need in your business, such as Kanban systems, Total Productive Maintenance and Set up Time reduction.
TOTAL EXCELLENCE manufacturing: lean implementation with sustainable results

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“"The challenge is to use lean thinking to develop simple and robust business processes that fit the customer’s industry & culture. I find it immensely satisfying to see people develop through this process.”

Anthony Clyne / TXM Consulting Director & Lean Master Coach