



### US TIRE MANUFACTURER

\$US 17 million made through productivity gains

#### Background

A large US tire manufacturer had recently installed a new ERP system in the hopes of improving production and equipment availabilities across 4 of their 9 manufacturing plants.

The client's goals were to improve productivity by 20%, reduce corrective maintenance by 15% and improve throughput by 20%.

#### The Challenge

Jamieson Group found that poor planning and maintenance inefficiencies were seriously impacting manufacturing network production efficiencies. Additionally, the newly installed ERP system was poorly installed creating issues with materials supply as well as cost.

#### The Approach

Jamieson Group's first step was to design and implement a Management Operating System (MOS) which, amongst other things, would allow first line supervisors to take corrective action on an hourly basis. This had an immediate impact on shift results around production, materials and labor resources.

The production process was also redesigned to eliminate rework and work in progress (WIP) and simplify production flow utilizing both LEAN and SMED methodologies.

Through Jamieson Group's change management methodology we identified the need for, and subsequently implemented, supervisory, operator and maintenance skill development programs. Furthermore, supervisory roles were redesigned to meet process needs with the effect being these team members became proactive in their day to day role rather than reactionary (as they had been).

#### The Success

Throughout the Project, Jamieson Group focussed on ensuring the transfer of skills, knowledge and best practices to our Client. This provided the Client with well-trained internal



teams who were then able to successfully install the methodologies into the remaining 5 facilities.

Within 1 year the client reported US \$17 Million USD in productivity gains and an ROI of 3.5:1.

As of today, 5 years post program implementation, the sustainability of the Project is evident, with levels of productivity continuing to grow at an average of 5% annually.

#### Project at a Glance

##### REGION

North America - United States

##### INDUSTRY

Manufacturing

##### PROJECT FOCUS

Improve productivity across the 4 manufacturing plants  
Improve maintenance process to increase equipment availabilities

##### KEY ACHIEVEMENTS

- \$US 17 million made through productivity gains
- 3.5 : 1 ROI after one year
- 5% annual average productivity increase

FOR MORE INFORMATION CONTACT JAMIESON GROUP  
Suite 12, Level 1, 40 Karalta Rd, Erina NSW 2250 Australia  
Tel: (612) 4365 4886  
Em: [contact@jamieson-group.com](mailto:contact@jamieson-group.com)  
[www.jamieson-group.com](http://www.jamieson-group.com)