



**YORKSHIRE
PRODUCTIVITY**

“...driving manufacturing excellence...”



Case Study

Ronseal — Embedding Lean

RONSEAL®

Does exactly what it says on the tin®
Ronseal is based at Thorncliffe Park in Sheffield.

It is a wholly owned subsidiary of the international paint manufacturer, Sherwin-Williams, one of the world's largest coatings companies, based in Cleveland, Ohio.



Ronseal's stated aim is always to provide products that meet exactly with customers' requirements.

Ronseal has an exceptional record of product innovation, through its own extensive research and development facilities, promoted by memorable marketing campaigns.



Lean recognition

Although Ronseal is a large, successful company, it is not impervious to competition and, some time ago, recognised the benefits of introducing lean principles to drive improved efficiency.

“We knew that we needed to become more effective in an increasingly competitive market,” explained Ronseal's Continuous Improvement Manager, Barrie Colledge.

“We had to be able to respond quickly and cost effectively and achieve improved operational excellence.”

A communication programme was first initiated to all employees, outlining why the business was taking these lean steps.

Lean training

Yorkshire Productivity initially started working with Ronseal's 'work area co-ordinators', introducing '5S' and 'Visual Management'.



Weekly team briefings were introduced and 5S training was followed by 'Total Productive Maintenance' and 'Set Up Reduction', driven by focus teams.

Total Productive Maintenance (TPM) aims to eliminate downtime and improve machine reliability while Set Up Reduction concentrates on how quick changeover between processes can be achieved.



5S, designed to improve efficiency and productivity by ensuring everything is kept in a clean and orderly state, is being maintained and enhanced with further training.

Ronseal was quick to recognise the value of Business Improvement Techniques (BIT) NVQs — effectively NVQs in lean manufacturing— starting





with Level 2 qualifications and now moving on to Level 3s.

BIT training for all first line supervision is now complete; this is now being developed at shop floor level with operatives currently being trained.

Focus teams are in place to address any specific production issues.



With the construction of Ronseal's new warehouse, it is intended to include the staff involved in the training.

Meanwhile, team communication continues on a weekly basis, providing information on Health & Safety, production performance, absence statistics and updates on any ongoing projects.

As lean is now well established, much of the current training involves ensuring that improvements are sustained.

Skills for Life

Barrie explained why Ronseal looked at introducing Skills for Life training:

"With the new innovations, techniques and equipment that are being introduced into the workplace,

there appeared clear gaps in the confidence of operators."

"In particular, there was a need to improve the understanding of machinery, work instructions and basic functions."



"In order to develop our people we needed a basis from which to start. There was, and still is a desire among them to be more involved and empowered."

"There was initially a reluctance among staff to undertake the training. However, since the first wave of training of shop floor operatives has begun, people are now asking to be trained."

Ronseal has seen productivity improvements on the filling and packing lines, as well as a significant improvement in the standard of 5S throughout the factory.



The Skills for Life programme has also helped staff digest training in the new computer system more easily.

It has also helped bridge the gap between all levels of the organisation and built confidence in people who are now more confident in proposing ideas for improvement.

Is Lean working?

Ronseal uses a number of key performance indicators to monitor improvement. It can also identify other areas which have improved as a consequence of the lean training initiatives undertaken:

- ◆ **Against a target of 1.94, Ronseal achieved just 1.29 days lost through injury at work per 200,000 hours worked.**
- ◆ The target of labour variance against standard was exceeded by 45%.
- ◆ **The Six Sigma savings target was exceeded by 29%.**
- ◆ The cost per gallon of Ronseal's products was reduced.
- ◆ **Ronseal again achieved accreditation for 'Investors In People'.**
- ◆ Last year, Ronseal was presented with its parent company's award for the International Team of the year for operational excellence.
- ◆ **Inventory levels have been reduced.**
- ◆ Floor space is being better utilised.
- ◆ **Productivity has increased with consistent adherence to schedule.**
- ◆ Improved 5S standards have contributed to reducing the number of minor injuries, together with providing greater efficiency and a better working environment.

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