



**YORKSHIRE  
PRODUCTIVITY**

“...driving manufacturing excellence...”



## Case Study

**Texecom**

— **committed to the lean challenge**



**Texecom**  
Designed to Perform

Texecom is a highly respected manufacturer of award winning intruder alarm equipment in security markets worldwide.

With operations located in Haslingden, near Blackburn, Texecom is justifiably proud to promote its UK manufacturing status.

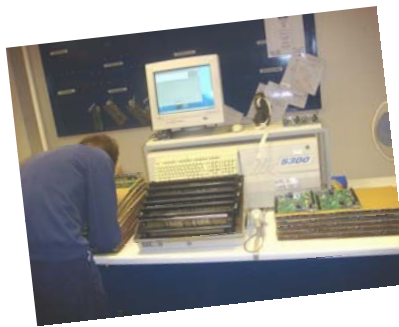
Originally owner-operated, Texecom is now owned by the international Halma Group.

It operates on a largely autonomous basis – competing for investment and resources within the group as it strives for growth in a competitive global market.



### **Production variants**

At the Haslingden operation, every month 15million electronic components are placed using sophisticated surface mount machinery to produce 150,000 pcb assemblies.



There are 140 variants of pcb assembly and a typical surface mount batch can vary from 6000 to 100.

Most of the product variation takes place at the Final Assembly stage with different plastic housings, labels and languages etc.

### **Market challenges**

Texecom's management team face the challenge of taking the company forward through its next phase of growth, exploiting opportunities both in the UK and overseas.

From their experiences of the benefits of lean, gained within other Halma Group operations, the management team are keen advocates of the lean philosophy.

**Russell Trotter, Operations Director of Texecom, commented: "If you are introducing lean it is vital that the management team are inside - life is too short to take on the battle without their support!"**

**"All of the team are also committed to professional development and are undertaking their own training programmes."**



### **Lean training**

Under the previous ownership, there had been no formal business improvement training of the workforce so there was an opportunity to work with a blank



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canvas with no pre-conceived perceptions of lean training.

The organisation is now nine months into lean implementation having grasped the challenge with both hands.

Training has been completed across the business by staff, the senior management team and supervisors.

Working with Yorkshire Productivity, the Business Improvement Techniques (BIT) NVQ (effectively an NVQ in lean) has been used as an ideal vehicle for work based learning.



One group of 20 learners has already successfully completed their BIT NVQs to a level 3, a further 12 are midway through and 20 employees have just started at this level.

The plan is to start a group of 8 on NVQ level 4 now that they have completed NVQ level 3.

**Lee Castle, Texecom's Manufacturing Manager, explained: "Level 3 training has ensured people around the spectrum of the business have a full understanding of lean techniques and have had the opportunity to apply them successfully—reaping rewards to the individual and the business."**

**"Team leaders and operators are becoming more involved in the second wave of NVQ level 3 training."**

### **Operational implementation**

In the past 12 months, Final Assembly has been completely transformed.

Walls have been knocked down and manufacturing has been relocated into one large assembly hall.

Single piece flow cells have been installed, employing Tube & Bracket fittings. These have contributed to marked efficiency gains due to their flexible and adaptable characteristics.

'Supermarket logistics' have been introduced so that stock is located close to the point of use at assembly.

Further investment in information technology has been made so that live information on order intake can be transmitted directly to the workstations.

### **Is Lean Working?**

The Texecom team are well aware that continuous improvement is fundamental to the lean philosophy and that the operation is relatively new to lean

Nevertheless, in a comparatively short space of time, the introduction of lean practices has led to some significant benefits

- ◆ **A stock reduction of £1million has been achieved**
- ◆ **Customer orders are despatched on average in less than 1 day (99.7% delivered in less than 6 days)**
- ◆ **Stock turn has improved from 4 to 9**

In addition to these visible financial benefits, other significant improvements have been made to the shopfloor environment via improved housekeeping, health & safety awareness and visual management.

The next phase of implementation will involve completing some parts of the Final Assembly Hall but the main focus will be on transforming the electronic assembly processes and designs.

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