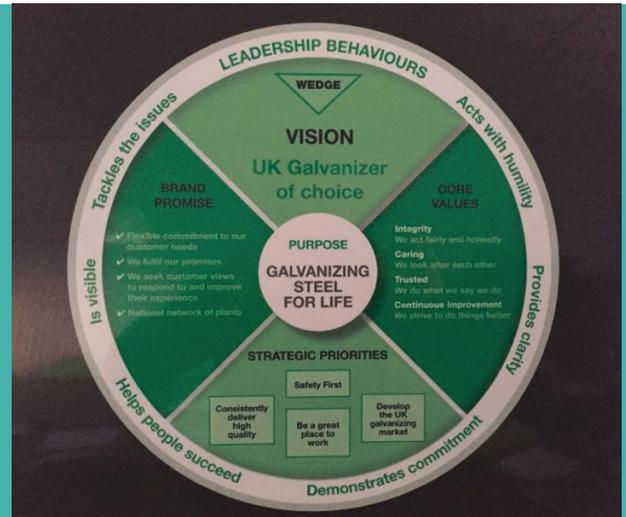


Scottish Galvanizers offers the largest galvanizing facility in Scotland, with a fast turnaround, unrivalled customer service, top quality product and superb value for money. The Glasgow based business is part of the UK wide Wedge Group Galvanizing LTD. The company's experienced team is always ready to provide free advice about galvanizing requirements and to assist with steelwork design for optimum galvanizing quality. In addition the Glasgow facility offers a state of the art in-house blasting facility offering pre-galvanizing treatment and well established links with highly reputable powder coaters or painters for post galvanizing treatments. All works undertaken is hot dip galvanized strictly in accordance with BS EN ISO 1461:2009 and under the control of ISO 9001.



## Excellence in Galvanizing

### WEDGE

## Business Improvement Academy Project

Martin Stevenson is the Glasgow Works Manager who engaged in the Business Improvement Academy with the view to enhance his skills in supporting Lean Management within the Glasgow business. This led to the development of a major project supporting the company's collective ambition to improve in-house training and provide a fresh approach to problem solving. The project focussed on the "White End" area (Finishing Area) of the factory.

## Project Analysis

The objective of this initiative was to improve safety, productivity, workplace organisation and reduce waste. With multiple people working within a confined area moving large assemblies, the workplace can become cluttered and potentially unsafe. Martin carried out analysis over a 5 day study providing the following data:

### Dips per hour

3.05

### Cycle times (Flux-White Deck Floor)

23 Min

### Main Line jobs completed/week

77

### Jigs completed/week

90

Process Mapping and employee engagement highlighted some significant "wastes":

- Multiple operatives working in the same area, slow and inefficient.
- Multiple Fork Lift Truck movement burning fuel and excessive wear on parts.
- Losses in Banding Wire due to inefficient cutting.
- Transportation waste with the constant movement of equipment.

In recent years, the management team has been striving to improve the image of the Galvanizing plant from a perceived Dickensian factory into a modern facility fit for the 21st century with a culture of Kaizen inherent in the ways of working.

Martin created a team of 6 to concentrate on the "White Area" holding regular Kaizen sessions and meetings supported by the Scottish Enterprise Academy team. They focussed on the objectives outlined above. The team walked the full area looking at any unnecessary items deploying a "Red Tag" strategy. Studies of the various shifts in action were compiled and videoed to enable the Kaizen team to quickly identify the very simple mistakes made every day. The team utilised a structured "8" step problem solving process.

Activity throughout the Academy programme included process mapping, brainstorming sessions, regular meetings to develop on-going actions, visits to other industrial sites, sessions with equipment experts, development of designs for moving and handling equipment and consultations with lifting companies for the introduction of new plant and equipment.

## Business Improvement Academy Scottish Galvanizers Case Study

### Creating an Action Plan for Change

After much analysis, the team were now ready to present a plan for the future to the Wedge Group executive team. This will require investment in walkways, heavy duty tressels, Pit scale tables, heavy duty storage racks, retractable canopies, power transfer jig lifters, overhead cranes and motorised jig transfer systems

### Benefits of Improvement

#### Dips per hour

increased by 8%

#### Cycle times (Flux-White Deck Floor)

reduced by 15%

#### Main Line jobs completed/week

increased by 8%

#### Jigs completed/week

increased by 11%

This has the potential to increase capacity, improve customer performance, improve safety significantly and improve the business culture. The tangible business benefits are expected to be in excess of £200k per annum.

[www.wedge-galv.co.uk](http://www.wedge-galv.co.uk)

*'Having taken the time out to complete this particular business improvement academy I believe it has not only benefitted myself but also the company I work for. The detachment from the working day allowed me the necessary time to engage in the course work set out by Accelerate and incorporate this into how I act as a manager and how we go about tackling problems. Learning modern techniques such as process mapping to eliminate waste and understanding the clear importance of having a workplace fit for purpose will greatly improve how Scottish Galvanizers perform going forward.'*

Martin Stevenson, Works Manager, Scottish Galvanizers

**accelerate,**

