

1. Problem Statement

Excess materials and inventory, HSE issues due to inventory and the need to hire another property to be able to service a major contract.

2. Aims

- To improve the efficiency of the work carried out at the Aker Solutions Portlethen facility

3. Method

- Map current process and draw out issues preventing the flow of work through the facility.
- Map future lay out.
- Clear out excess inventory.
- Set-up standardised work areas.
- Reset factory for major contract and for flow
- Install lean tools such as tool shadowing, visual management and Kanban.

4. Impact

New process ensured:

- Reduction in motion waste (approx 73% for the most frequent job type).
- 8.5 tonnes removed – electrical, paperwork, scrap metal.
- £11k retrieved from scrapped items.
- 230m2 space freed-up for potential production bays.
- Potential 70% increase in production with introduction of new bays.
- Cost avoidance - removing need for additional facility for Mariner workload: £406K for per year, starting 2017.

The new process resulted in:

- Safer environment with 8.5tonnes of waste removed from site.
- Installed management walk rounds and time to reset and improve during working day so changes are sustained
- Aker Solutions Portlethen is a more desirable place to work (an interviewee after a facility tour).
- During a scheduled tour of the facility a customer was impressed with how “in control” the facility was of production for their contract.

Total cost avoided

£406k p.a.