Review the Forecasting, Planning and Scheduling functions, assessing the tools used and assumptions made during these activities with regards to lead time, capacities, constraints, costs, complexities etc either at plant level or across several sites.

Reviewing the activities involved in the management of raw materials, goods and services for the manufacturing operations. This may include the analysis of BOM accuracy, raw material and WIP levels and vendor performance evaluation. The activities, timing and data involved in supporting product promotions and new product introduction are also reviewed.

The review of the organisation with regard to roles and responsibilities, management styles, recognition & management of required skills, organisational structure, problem solving and communication between the various levels within the organisation.

The review of manufacturing and/or assembly functions to meet customer or market demands taking into accounts all aspects of the manufacturing and assembly processes. Areas to be considered are conformance to plan, ability to meet quality standards, material movements and material/product flow, plant layouts, WIP locations, changeovers, suitability and reliability equipment and predictability of the functions to perform, depending on the scope of the assessment. The principles of Lean Manufacturing either in a review of its implementation or its suitability within specific areas of the operation are also performed.

An assessment of methods employed in reporting of production and/or assembly activities. Looking at the KPIs, the current levels of performance, the reporting of variances, the suitability of the measures in place, the visibility of performance indicators and the ability to react and resolve performance issues.

The assessment of the aspects of Quality and Engineering within the organisation and its progress in reaching a Continuous Improvement environment. Looking at the levels of re-work and waste, product concessions, BOM and process routing accuracy, equipment efficiency and reliability and the approach to maintenance (TPM PPM).
Can you identify any of the issues below in your manufacturing operations?

Struggling to improve service levels to customers or markets
Response time to meet customer or market demand
Unpredictable product quality
High levels of rework & waste
Regular changes to production plans & schedules
High amount of WIP
Increasing costs
Smaller batch quantities and increased changeovers
Regularly needing overtime to meet customer orders
Inventory obsolescence
These are just a few of the issues that many operations suffer.

We can fix all these and many others that you will not have noticed, but are contributing to:

- High cost of operations
- Poor use of resources
- High cost of product
- High resource levels needed to sustain service levels

## Planning & Scheduling
- Forecast Accuracy
- Plan Stability
- Customer demand profile
- SKU stability, volatility & profitability
- Days of cover
- Production standards
- Run lengths / sequences & changeovers

## Material Management
- Order lead times
- WIP & BOM review
- Unpredictable quality
- NPD & Promotions
- Shelf life & Stock Rotation
- Stock & Packaging management
- Supplier Assessments

## Resource Management
- Labour capacity modelling
- Roles & Responsibilities & Flexibility
- Sickness & Absence
- Up-skilling
- Overtime control
- Managerial styles

## Execution
- Conformance to schedule
- Overall Equipment effectiveness (OEE)
- SMED Changeovers
- Waste & Yiel & Giveaway
- Line balancing
- Layout optimisation
- Visual Aid Management

## Reporting
- KPIs & Management Dashboards
- Lead & Lag indicators
- Downtime analysis
- Corrective Actions
- Variances to budget / standards
- Standard Operating Procedure
- Customer Satisfaction – OTIF, etc.

## Engineering & Quality
- Planned Preventative Maintenance (PPM)
- On-line maintenance
- Mean time between failure
- Scrap & Rework
- Skill Transfer to operatives
- Continuous improvement plans