



Spitfire\_project management

## Plastic Operation Relocation Activity

### Client

Leading Kitchen / Bedroom Manufacturer

### Background and Challenge

Our client, a leading trade supplier of joinery products supply over 400,000 kitchens every year out of 450 depots.

As part of its business reorganisation, the client recognised the need to consolidate some of its manufacturing operations and were implementing a site closure plan.

It was viewed that a market still existed for its Plastics Operation so it was decided to relocate it to an alternative site 30 miles away. Due to the timescales set, the move would be required to take place during the peak production period for the year.

30 Injection Moulding machines and 4 Extrusion machines plus support equipment were to be moved, some of which were up to 25 years old. With the scale of the reorganisation, all work had to take place under Construction Design Management regulations and the HR issues involved meant all the staff were 'under consultation' regards reducing workforce levels as well as potential changes to their terms and conditions. It was anticipated that this would make implementation more difficult.

### Solution

Spitfire Consultancy were requested to undertake a Project Management role embedded within the organisation, where we were given direct responsibility for the transfer of equipment within the constraints highlighted above.

### Implementation

Leading by example, Spitfire took ownership of the issues affecting the move by:

- Understanding the scale of the move both at the closing site and new location
- Calculating timings for each stage and developing critical path
- Identifying efficient layouts that allowed for maximum volume to ensure customer delivery satisfaction continued
- Calculation of the budget for the entire project

In order to ensure that the project was delivered on time and within budget we:

- Held regular meetings with all stakeholders
- Wrote all specifications, evaluated and selected contractors
- Evaluated all quotes and placed orders
- Created positive tension to ensure flexibility
- Eliminated wasteful processes
- Ensured that machines and processes would meet the operational requirements and allow sustainability
- Ensured on-time delivery by execution of the agreed plan



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Case Study - S053



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## Results

On successful completion of the plan the following results were achieved:

- Operations moved (machines and people transferred) as per customer required timing
- Exceeded the client's expectations as machines were available for production 30% ahead of schedule (they were available for production on day 7 of a 10 day shut down)
- No affect to supply of products to the end customer
- Process efficiency of machines maintained, despite move and age of machines
- Delivered relocation of equipment under budget and met **10%** cost saving target (**£50K**)

### Examples Of The Machines And Support Equipment That Had To Be Moved



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