

# MTool

# Case study

**“Working with MAS has made us to go back to basics and work ‘on’ our business rather than ‘in it’, and establish and implement a viable long term Strategy for our Operations”**

MTool originally requested assistance from MAS-NW to improve their overall business performance and as a consequence, the company have undertaken a rapid transformation by the implementation of systems to reduce the day-to-day involvement of the Directors.

This has enabled them to develop, deploy, and implement a viable growth strategy of the future by introducing a rapid tooling and prototype/low quantity injection moulding capability in house

**“MAS really took us back from the coal face to examine what we needed to achieve in order to improve our company performance.”**

**Gary Smith**

Managing Director



## Injection Moulding Equipment

Oldham - 25 employees

### Key Achievements

Systems improved/introduced in order to free up Directors' time from the day to day  
Growth strategy developed, deployed, implemented  
New Business area developed  
Plan to increase turnover by 80% in 3 years  
Productivity improved by over 20%  
Labour costs improved by 20%  
Reduced overhead percentage

### Cost to Business

50% funded

## Background

MTool are a growing profitable company, at the time employing approximately 20 people in the manufacture of injection moulding equipment.

The business is 13 yrs old and has 3 Directors who are committed owners/management.

Turnover was running at an annualised £1.2M and the business was attempting to develop “rapid tooling” which was where it saw the future of the market going.

## Initial work

A Manufacturing Review originally carried out in October Mike Brook identified the following actions required to develop the Business;-

- Improvements in quality/cost/delivery by improved controls on supply chain
- Development of Strategic Plan and vision for the business
- Deployment of the plan and training of employees
- Process mapping of front office and improvement, then sustaining of improved good practice in the business

MTool originally requested assistance with the above implementation plan, and aided by MAS-NW, the Company underwent a rapid transformation by the implementation of systems, addressing the above issues, from which the Company have achieved considerable additional benefits

## Description of the Project

The company was identified as being a very well run business, but that the Directors were too involved in the detail of the day to day operations, and this had made the workforce dependent on the Directors to provide solutions to even trivial issues

These day to day problems were causing a distraction to the Directors which was consequently restricting the development into new business areas and hence the growth potential of the business.

MAS saw a way to help MTool to develop the business. The project was managed by TMI Associate Mike Brook, with appropriate specialist skills brought in from members of his team where necessary.

Mike Brook worked with the company to change the culture and identify and introduce key performance indicators and improved supply chain controls to give the Directors the confidence to draw back from the day to day minutiae and concentrate on the strategic actions necessary to develop the new business areas and grow the business

## Supply chain Controls

MTool worked with a major sub contractor and joint Training in lean techniques, providing joint identification of potential areas of improvement was undertaken.

As a result of this, improved controls were put in place – establishing kpi’s and feedback, kanbans and standard operations, enabling decisionmaking to be programmed and undertaken at a lower level in the business, and hence day to day control devolved.

By this partnership working, the service levels improved, and MTool were spending less time reacting to problems caused externally

Consequently the time spent by the Directors in control of this essential part of the business was reduced, and the time could be spent on proactive issues, rather than having to be reactive.

This enabled the current position of the markets and business to be analysed, stakeholder aspirations established, opportunities and threats identified, and the future strategy of the business to be established, upon which sensible, logical and consistent day to day tactical decisions can be made within an overall timescale framework.

As a result, the development of Rapid tooling can now be given the focus it deserves, and growth from these new products/markets achieved, which will also in time develop into increased sales for the core production tooling products

## Ongoing Support

The Strategy has been devolved, in order that each area of the business can play their part in achieving the plan, and establish individual development plans

In house bottlenecks were also identified, and kpi’s established for the control of work through the departments to establish a regular flow and increasing manufacturing efficiency

For further  
information or  
advice visit

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