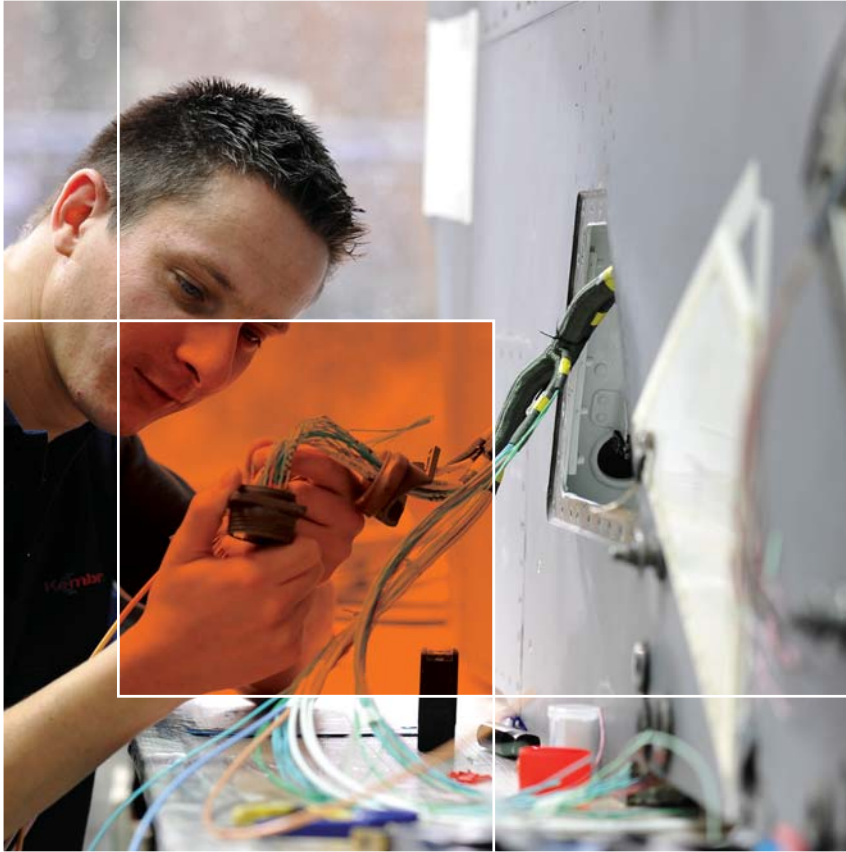


# CASE STUDY

KEMBREY



The savings Kembrey is making are now enabling it to expand its training and efficiency programmes to other areas of the business, as well as helping it to prosper at a turbulent time in the aerospace industry.

The company, which also supplies aircraft engine manufacturers such as Rolls-Royce, is working closely with the Skills Academy and the Manufacturing Advisory Service (MAS) to implement Business Improvement Techniques (B-IT) NVQs at Levels 2 and 3 as part of a wider support scheme.

The Skills Academy pulled together the support Kembrey needed including compact funding via Semta, an Academy accredited local training provider and MAS. Jacquie Burgess, Head of HR at Kembrey, explained: “We realised that to face today’s challenges the company needed to ramp up operational productivity and remove inefficiencies in the production process, whilst demonstrating a swift improvement in delivery performance.

“Although the fundamentals of Productivity and Competitiveness (PAC) had already been well established, Kembrey agreed to pilot the programme’s link to SC21 and we are already seeing the benefits.

“Not only are we starting to see improvements in key business measures, we are also very excited and pleased about the levels of enthusiasm, motivation and participation shown by our employees. They are keen to implement their ideas, support others where necessary and lead where possible to achieve targeted improvements.

“We are delighted with the joined-up approach that the Skills Academy has provided. Its ongoing commitment to this pilot scheme will help us achieve a number of business improvements and SC21 accreditation.”

**Dick Martin**  
Chairman

## Aerospace supplier is flying high after cutting costs and improving productivity

A leading supplier of wiring systems to the global aerospace industry is flying high thanks to a pilot programme developed by Semta’s National Skills Academy for Manufacturing (the Skills Academy), that is boosting productivity and reducing costs.

By implementing a structured approach to training, Swindon-based Kembrey Wiring Systems Limited is now on target to cut its costs significantly, as well as achieving Supply Chain for the 21st Century (SC21) accreditation. SC2 is the Advancing UK AeroSpace Defence and Security Industries (ADS) change programme, designed to accelerate the competitiveness of the aerospace and defence industry by raising the performance of its supply chains.

“The training and follow-up sessions have provided them with easy to use yet effective tools that they can apply to everyday activities to realise short-term benefits that help us maintain momentum.

“Those studying for an NVQ will find additional reward in their achievement as will the company when it attains the SC21 bronze award.”

Jacque’s views are shared by Kembrey Chairman, Dick Martin, who said: “We are delighted with the joined-up approach that the Skills Academy has provided. Its ongoing commitment to this pilot scheme will help us achieve a number of business improvements and SC21 accreditation.

“The success of this pilot will offer a proven, consolidated approach to training and provide real business benefits to other SMEs like us who have limited funding and resources available.”

Semta’s Development Director, Bill Twigg said “Our support doesn’t end once we have identified the right training programme and helped to find a suitable provider, validated by the Skills Academy’s own high standards of competency. To offer a total support service for employers we must advise on strategy, content, delivery, implementation and evaluation.

“We are helping Kembrey make decisions every step of the way in the programme to ensure it derives real business benefit from the new training strategy.”

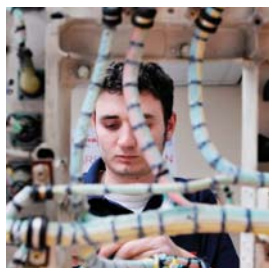
“Although we have a dedicated team here in Swindon, it was inexperienced when it came to ‘Lean’ manufacturing techniques,” continued Jacque.

“We also needed to focus on Key Performance Indicators, develop a culture of continuous improvement, reduce nonvalue added activities and standardise more of our processes. In turn this would help us to increase our profitability and make us more competitive in the global marketplace.”

Brian Austin, Kembrey’s Managing Director identified the PAC programme that combines B-IT training with measured business intervention as a possible solution to the company’s needs whilst the firm’s chairman, Dick Martin – who is also a council member of the ADS – believed it could help them achieve the Manufacturing Excellence element of SC21 accreditation.

“The Skills Academy modified PAC to provide a clear route to SC21 accreditation, without duplication of inputs from each of our contributors, that delivered almost immediate benefits, which would more than offset the cost of future investment,” he said.

Added Bill Twigg: “By taking a bottom-up approach, reducing costs and improving productivity at a shop floor level, PAC saves money which can then be used to fund strategic improvements at a higher level or for investing in new equipment to make the business even more efficient and competitive.”



### Kembrey Factfile

- Founded as part of the Plessey organisation in 1954.
- Employs 230 people at its manufacturing facility in Swindon, Wiltshire.
- By November 2009, more than a quarter of its staff will have received structured learning, including B-IT NVQ and lean manufacturing training.
- In addition to manufacturing electrical interconnection systems, the company offers additional services including laser marking, overbraiding, engineering and technical support and project and programme management.