

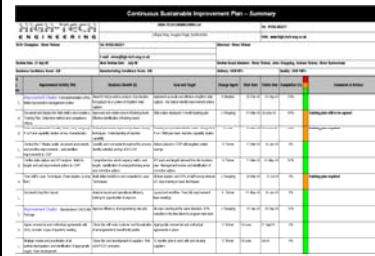
COMPANY OVERVIEW

High-Tech Engineering is a specialist precision engineering company (SME) based in Houghton Regis, having approx 27 employees with customer markets in motor sport and aerospace. The company was formed in 1985 and has always looked to the future proactively, innovating and developing techniques to meet the current economic challenges and customer requirements.



SC21 POTENTIAL

The Managing Director, Mr Steve Tickner, recognised SC21 as the future of the aerospace & defence industry, and subsequently High-Tech was an early SC21 signatory. The company joined the SBAC special interest group for performance & development, and attended a number of the Gardner/GKN SC21 workshops run by TEC Concepts at the Coventry & Warwickshire Chamber of Commerce which provided a detailed overview of all the SC21 tools and techniques.



Area	Current State	Target State	Priority	Owner	Start Date	End Date	Status
Customer Service	Low	High	High	John	1/1/10	31/3/10	Completed
Production Efficiency	Medium	High	Medium	Steve	1/1/10	31/3/10	In Progress
Quality Control	Low	High	High	John	1/1/10	31/3/10	Completed
Employee Training	Low	High	Medium	Steve	1/1/10	31/3/10	In Progress
Inventory Management	Low	High	Medium	John	1/1/10	31/3/10	In Progress
Supplier Relations	Low	High	Medium	Steve	1/1/10	31/3/10	In Progress
Financial Performance	Low	High	High	John	1/1/10	31/3/10	In Progress
Health & Safety	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Environmental Impact	Low	High	Medium	John	1/1/10	31/3/10	In Progress
Community Relations	Low	High	Medium	Steve	1/1/10	31/3/10	In Progress
Research & Development	Low	High	High	John	1/1/10	31/3/10	In Progress
Marketing & Sales	Low	High	Medium	Steve	1/1/10	31/3/10	In Progress
Human Resources	Low	High	Medium	John	1/1/10	31/3/10	In Progress
Information Technology	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Legal & Compliance	Low	High	Medium	John	1/1/10	31/3/10	In Progress
Public Relations	Low	High	Medium	Steve	1/1/10	31/3/10	In Progress
Customer Retention	Low	High	High	John	1/1/10	31/3/10	In Progress
Customer Acquisition	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Product Development	Low	High	High	John	1/1/10	31/3/10	In Progress
Process Improvement	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Cost Reduction	Low	High	High	John	1/1/10	31/3/10	In Progress
Revenue Growth	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Profitability	Low	High	High	John	1/1/10	31/3/10	In Progress
Market Share	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Customer Satisfaction	Low	High	High	John	1/1/10	31/3/10	In Progress
Employee Satisfaction	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Customer Loyalty	Low	High	High	John	1/1/10	31/3/10	In Progress
Employee Retention	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Customer Churn	High	Low	High	John	1/1/10	31/3/10	In Progress
Employee Turnover	High	Low	High	Steve	1/1/10	31/3/10	In Progress
Customer Acquisition Cost	High	Low	High	John	1/1/10	31/3/10	In Progress
Employee Recruitment Cost	High	Low	High	Steve	1/1/10	31/3/10	In Progress
Customer Lifetime Value	Low	High	High	John	1/1/10	31/3/10	In Progress
Employee Lifetime Value	Low	High	High	Steve	1/1/10	31/3/10	In Progress
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Employee Turnover Rate	High	Low	High	Steve	1/1/10	31/3/10	In Progress
Customer Acquisition Cost Per Lead	High	Low	High	John	1/1/10	31/3/10	In Progress
Employee Recruitment Cost Per Hire	High	Low	High	Steve	1/1/10	31/3/10	In Progress
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Employee Loyalty Score Per Hire Per Hire Per Hire Per Hire Per Hire Per Hire Per Hire	Low	High	High	Steve	1/1/10	31/3/10	In Progress
Customer Churn Rate Per Acquisition Per Acquisition Per Acquisition Per Acquisition Per Acquisition Per Acquisition Per Acquisition	High	Low	High				

STEP 3 – MANUFACTURING EXCELLENCE

The manufacturing excellence assessment (Shop floor assessment & management commitment) was carried out early in High Tech's SC21 journey and several issues were identified that have led to positive business improvements. The approach was to distil meaningful areas for improvement from the assessment as input into the continual sustainable improvement plan (CSIP) which as with most companies generally centred around the strategy behind the full introduction of lean manufacturing, something which High Tech addressed in a relatively positive way.



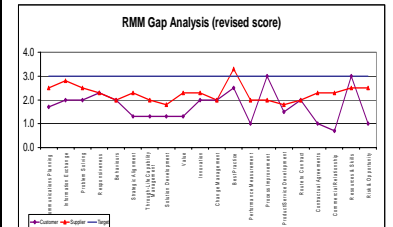
STEP 4 – DETERMINING EXCELLENCE EFQM ASSESSMENT

The EFQM A5 questionnaire was easy to use and with good facilitation began to identify areas for improvement that led to positive business improvements being fed into High-Tech's bespoke CSIP. It was decided to expand the existing AS9100 system into a Business Management System (BMS). The advantage being that the EFQM (Bus Exe) and manufacturing excellence requirements became part of the AS9100 internal audit system; which is formally maintained and continually improved.



STEP 5 – RELATIONSHIP IMPROVEMENT WORKSHOPS

Relationship workshops can be difficult to arrange with so many conflicting calendars, along with the commitment needed from the key customer to attend and provide the required level of engagement. Initial scores were interesting and prompted open discussion. Facilitation helped to keep the process on track and within the time allowed. Actions were agreed on 7 of the 20 assessment questions, including regular supplier strategy meetings.



SUMMARY

The journey that High-Tech has made towards implementing SC21 has been of benefit to the business – resulting in a Bronze Recognition Award presented by GKN Aerospace (High-Tech lead key customer) at TUV in September 2008. The SC21 journey has fundamentally changed the company and is continuing to do so. The CSIP has given focus and some additional formality to the ongoing improvement process. It has also become something that is visible to employees and customers alike. The BMS has ratcheted improvements into the system.



SC 21 FUTURE

The company has signed up to the TEC Concepts SC21 Phase 2 implementation programme with the target of continuing improvements and matching the requirements of the excellence models. Performance measures are maintained and displayed and relationship workshops will be deployed with suppliers and customers. The upgraded quality management system is part of the internal audit programme so the additional audit focus and discipline will maintain commitment and momentum. Next stop – **SILVER!**



TEC Concepts Ltd