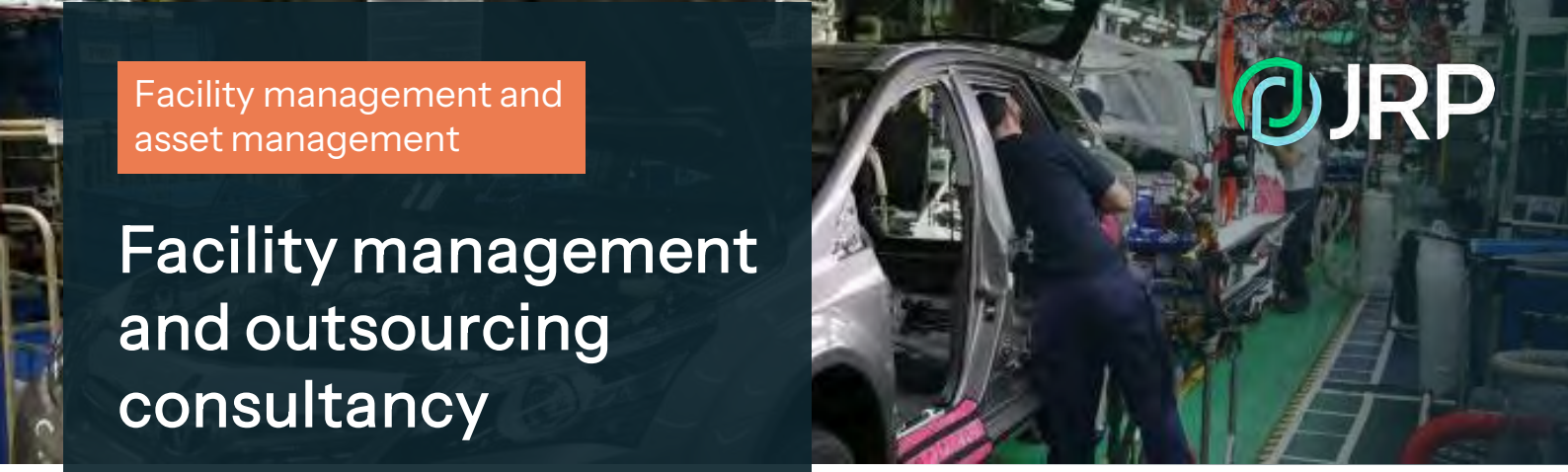


Facility management and asset management

Facility management and outsourcing consultancy

Client: Toyota Motor Manufacturing

Sector: Car manufacturing

Benefits achieved:

Performance improvements driven through output-based specifications using KPI's in a risk and reward arrangement whilst streamlining and improving the efficiency of a consolidated supply chain

Summary

Toyota operates 62 manufacturing companies in 27 countries and regions globally, excluding Japan. There are two manufacturing plants in the UK representing a total investment of £2.5 billion with a staff of approximately 3,000. The vehicle manufacturing plant is located at Burnaston in Derbyshire and the engine manufacturing plant is located at Deeside in North Wales.

JRP Solutions were commissioned by TMUK to undertake a review of the maintenance operations at the manufacturing facility at Burnaston. Toyota, the originator of Toyota Production System and lean manufacturing techniques, were seeking break-through activities in order to improve in house efficiency and cost in the area of maintenance activities at their plants.

JRP'S work was delivered in three phases.

Phase 1

JRP carried out an in-depth review focused on:

- Organisational structures
- Maintenance strategies
- Performance metrics
- Cost benchmarking
- Sub-contract support



This review revealed a number of opportunities in all areas; however, the principle recommendations could be summarised as;

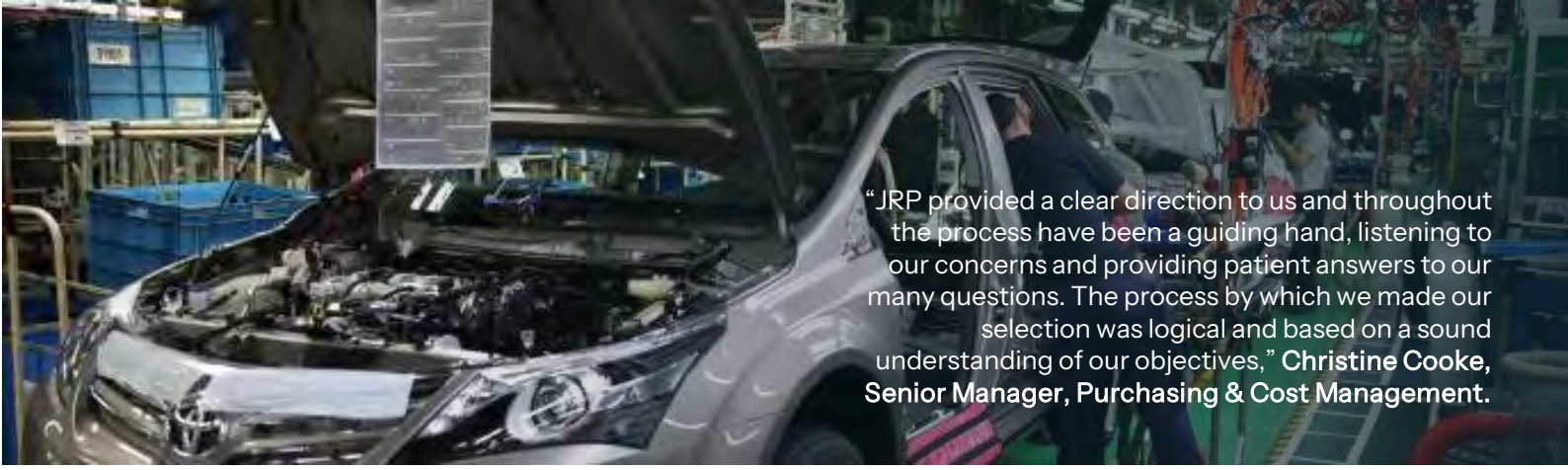
- Define a consistent demarcation between infrastructure and production maintenance across all areas.
- Focus the TMUK maintenance staff on the key, high priority production assets
- Outsource the less critical infrastructure maintenance operation to one supplier coupled with the consolidation of the existing TMUK maintenance supply chain through the outsourced FM supplier.

JRP developed a strategy to achieve the recommendations of the review and was subsequently appointed to assist TMUK with the implementation of this work.

Phase 2

This phase 2 work included;

- Visioning workshop to determine the critical success factors
- Facilitation of the Request for Information process (RFI) Including;
  - The production of the RFI documentation including; supplier questionnaire, the



"JRP provided a clear direction to us and throughout the process have been a guiding hand, listening to our concerns and providing patient answers to our many questions. The process by which we made our selection was logical and based on a sound understanding of our objectives," **Christine Cooke, Senior Manager, Purchasing & Cost Management.**

project context and explained the deliverables for potential suppliers
  - Supplier interviews, analysis and scoring.
- Production of the Request for Proposal information pack (RFP), including;
  - Production of infrastructure maintenance, governance and performance specifications
  - Cost matrix
  - Development of commercial model and heads of terms
- Facilitation of the RFP process through to supplier selection including supplier interviews, site reference visits and supplier scoring.



Running in parallel with this work, JRP worked with the TMUK leadership team to help establish a longer-term vision for the management of facilities at TMUK.

This culminated in the decision to expand the scope of the infrastructure maintenance outsourcing to include other non-core activities. These included cleaning, grounds maintenance and fabrication services in the first instance, therefore establishing a vision for the future of working with a single Total Facilities Management (TFM) partner capable of expanding the scope of services to provide all facility services to TMUK in a cost effective and efficient way.

A set of critical success factors were also established to ensure the future partner relationship delivered in line with Toyota's expectations.

Following the review of the TMUK maintenance operation at Burnaston (Phase 1), and the successful completion of the RFP, RFI and supplier selection process (Phase 2), JRP were also appointed to provide support during the implementation and mobilisation of the FM outsourcing project (Phase 3).

Phase 3

The implementation and mobilisation phase of this FM outsourcing project covered the conclusion of commercial negotiations with the selected supplier through to the implementation of services and embedding of the contract management process and protocols.

Results

The FM outsourcing partnership has been designed to align with Toyotas culture of Kaizen (continuous improvement) and is structured to deliver performance improvements across all FM services driven through output-based specifications and KPI's in a risk and reward arrangement whilst streamlining and improving the efficiency of a consolidated supply chain.

If you would like further information on any of the services in this document, or you would like to find out how we can use our resource efficiency expertise to add value to your organisation, please contact us on (+44) 07534 613 038 or email us info@jrpsolutions.com