



**Shannon  
CHAMBER**  
IN BUSINESS FOR BUSINESS



Tekelek Europe Ltd  
*Excellence in controls*



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# ***Shannon Chamber – Lean Operations. (Tekelek Europe Ltd)***

***Tuesday – November 10<sup>th</sup>***

***Oliver McCarthy***

# About Tekelek Europe Ltd:

*Tekelek provides design, development and supply of Electronic Monitoring and Measuring control solutions for:-*

- *Tank - level/condition monitoring via local and remote telemetry products.*
- *Design and Manufacturing of HVAC electronic control solutions.*
- *Design and Manufacture of electronic instrumentation solutions for highly regulated environments.*

*“Our niche is delivering product where a distinct requirement for innovation and flexibility is key”.*

## Tank Monitoring / Telemetry:



## HVAC Controls:



## Industrial Instrumentation:



## Tekelek Engineering – The Challenge:



### Geographical Market(s) Served

Ireland • UK • Europe • United States of America (USA) • Mid East • Australia

- *All Research & Development for the Tekelek Group takes place in Shannon.*
- *The Engineering team is made up as follows:*
  - *4 x Hardware Developers.*
  - *3 x Software Developers.*
  - *2 x Engineering Support Technicians.*
- *An area we had continuously struggled with was the ability to predict with reasonable certainty, how long a development project would take !*
- *We had a well defined 'stage gate' model for project management but invariably, would overshoot the target for project completion.*
- *We recognised levels of inefficiency within the department as a contributing factor.*
- *This became the driver for implementation of the 'lean start program'*

## Lean Start Program – The Process:

- *Applied for funding support through Enterprise Ireland based on the following:*
  - *A seven day Lean Start program at a cost of €6,300.*
  - *Tekelek funded the first €1,300.*
  - *The balance was covered via EI funding.*
- *Engaged with Dan O'Donnell in LBSPartners. [www.lbspartners.ie](http://www.lbspartners.ie)*
- *The objectives of the program were as follows:*
  - *Develop a comprehensive register of current projects.*
  - *Agree a methodology to assign status and track the projects – build consensus among the team.*
  - *Develop a visual management methodology for the projects, status, stage gates - current tasks and schedule.*
  - *Identify and capture issues impacting tasks/schedule – interruptions !*
  - *Develop problem solving skills and a DMAIC framework for the team in prioritising actions.*

## Lean Start Program – Key Outcomes:

- *The introduction of ‘visual workflow’ methodology was a significant milestone for Tekelek engineering and this methodology is now in everyday use.*
  - *A daily review of specific task management by Engineer takes place with ‘current week’ and ‘next week’ visibility.*
  - *Each Engineer presents on task/project status, key milestones and potential risks.*
  - *A representative of other functional departments – Operations, Supply-chain & Customer Service also attends and this promotes better project transparency across the organisation.*
- *A substantial and yet, relatively unapparent factor impacting Engineering team efficiency was unscheduled inbound calls/emails – both internal and external.*
  - *A detailed register of inbound requests was compiled and evaluated over a three month period.*
  - *Findings suggested that this was having a significant bearing on available Engineering hours.*
  - *A mechanism was put in place to log these inbound enquiries and then schedule them via the visual workflow along with daily Engineering tasks.*



## Lean Start Program – The Results:

### Positives:

- *The Lean Start key outcomes have streamlined how we track and manage projects through the Engineering department.*
- *We are still using the methodologies introduced through the program in 2013.*
- *In one sizable project, we experienced a saving of just under €50,000 !*
- *We believe that over the last two years, lean methodology has saved us the equivalent of one full Engineering resource.*
- *We currently have an efficiency factor of 80% - this is up 30% from our lowest efficiency point.*
- *We have reduced unplanned activity within the department from an average of 50 hrs/week to under 20 hrs/week.*

### Negatives:

- *This level of specific task management can potentially suppress creativity if not carefully implemented – it is important to strike the right balance !*
- *There is a considerable additional overhead for the department manager in data tracking/management.*

***Thank You.***

***Questions ?***