

VISION: TO BE OUR CUSTOMERS' FIRST CHOICE FOR PHOTONIC SOLUTIONS

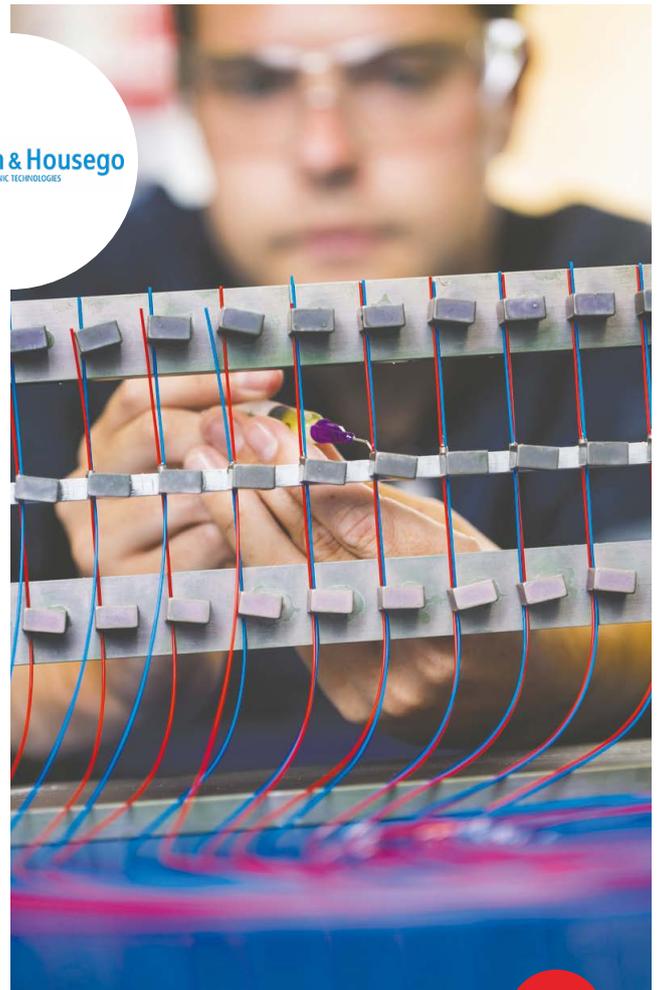
Gooch & Housego (Torquay) designs, engineers and manufactures photonic solutions and fibre optic components for a range of industries including aerospace and defence, life sciences and scientific.



As part of the G&H group, a global leader in photonics technology, G&H had successfully diversified into new markets including aerospace. However to be competitive in a market sector where photonics was relatively new, meant efficiencies were needed in the manufacturing and planning and build cycle to allow waste reduction and rapid, diverse growth.

In 2015, having seen the benefits of AS9100 accreditation and SC21, G&H decided that the Sharing in Growth programme would best help them tackle the barriers to growth.

In 2016 the company increased its turnover from £17.5 million to £20 million and is on schedule to double its revenue to £30m by 2020.



Having successfully diversified our expertise into the aerospace and defence sector, we are keen to capitalise on the huge opportunities that exist for our advanced technology. The Sharing in Growth programme offers us the opportunity to strengthen our business process capability and drive manufacturing efficiencies that will help us win new business and secure a bright future for our customers and staff.

Alex Warnock, Chief Operating Officer

TARGETED TRANSFORMATION

Through Sharing in Growth workshops, G&H created a strategy document and then fully restructured its organisation to deliver its objectives.

Job descriptions, competencies and objectives were developed with all staff members to underpin the strategic objectives and corporate goals. Leadership training ensured a strong visible leadership team was empowered to inspire change while staff benefited from training and coaching in continuous improvement and lean manufacturing.

Continuous improvement derived from the Sharing in Growth programme became totally integrated in daily running and was supported by a new management control and reporting system. There are feedback mechanisms throughout the business so that all staff consider themselves part of the ongoing business transformation.

To drive performance improvement, G&H created a lean lighthouse area on a technically challenging process and then copied best practice rapidly across the operation. As a result, productivity has increased, tripling lighthouse line output and improving yield to plus 90%. As part of a fundamental culture shift, the momentum for change is now being driven largely by operative staff who are enthusiastic about the improved the company results, and increased job satisfaction and motivation.

The plant has also been extended and refurbished and the production area is now totally open plan, allowing greater flexibility to respond to customer needs.

The SiG diagnostic offered us a unique opportunity to self review strengths and weaknesses in our business and use the available training to structure ourselves for long term growth and optimal performance. Our objective is to make 'SiG our day job' and make our entire workforce part of the project, delivering our growth objectives with a happy motivated workforce.

Graham Catley, General Manager

RESULTS

Sharing in Growth's support has resulted in:

- ✓ FY 16 turnover improved from £17.5 million to £20 million
- ✓ Creation of 30 jobs
- ✓ An organisation aligned to business objectives and strategy
- ✓ Lead time reduced from 24 to 6 weeks
- ✓ On time delivery improved from 50% to 85%
- ✓ More than £20 million in contracts for the G&H group

AWARDS

G&H (Torquay) has been awarded:

- ✓ Sharing in Growth 2017 Integrity award
- ✓ ISO 9001

CONTACT G&H (TORQUAY)

☎ 01803 611700

✉ gsinclair@goochandhousego.com

tcook@goochandhousego.com

🌐 goochandhousego.com