WALKER
PRECISION ENGINEERING

CULTURAL TRANSFORMATION SUPPORTS RECORD SALES BOOST

262%
Increase in employee engagement

80%
Increase in lead-time adherence

£56M
Contracts secured

SHARING IN **GROWTH**
Results driven. **Results proven.**

ABOUT WALKER

Founded in 1979, Walker Precision Engineering (WPE) is a Glasgow-based family company with a reputation for cutting edge innovation. Back in 2015, its £15 million turnover depended on winning short-term contracts – mainly in the defence, commercial aerospace, food and telephonic sectors for internationally recognised companies such as Rolls-Royce, Raytheon, Thales and Kongsberg. However, to fulfil its growth ambitions, WPE knew it needed to move up the value chain and become a long-term strategic supplier by investing in its people, processes and plants.

Today, the business is now Walker Group formed of WPE, Walker Precision Engineering Polska and Walker Guidance Systems (WGS), three state-of-the-art manufacturing hubs employing 300 highly skilled staff. This new group continues to serve key markets such as aerospace and is on track to exceed a £25 million turnover by 2020, having secured contracts worth more than £50 million. And it is rapidly gaining recognition as a centre of excellence for the space industry.

THE CHALLENGE

The company's gaze was firmly fixed at ground level. Short-term contracts made investment difficult and its small company culture was very informal and lacked real role definition, leading to an inefficient crossover of responsibilities.

With a fragmented organisational structure, lengthy lead times, delivery challenges and decisions based on assumptions rather than integrated data, the company applied to join Sharing in Growth (SiG), the productivity and competitiveness programme for aerospace and advanced manufacturing.

THE SOLUTION

Sharing in Growth and Walker embarked on an ambitious business transformation programme: supported by £1.4 million from the Regional Growth Fund.

Using Sharing in Growth's expertise, Walker implemented radical operational change including visual management boards to monitor and control its processes and better display its production progress to customers. centres of excellence are also being used where best practice is applied in one area to give teams the skills, knowledge and confidence to make breakthrough improvements in other areas.

As people are essential in delivering excellence, Walker boosted its skill pool by hiring new staff while also developing its more experienced employees, increasing its yearly apprentice intake by 20%, and financing degree and industry qualifications.

2 years later, the wide-ranging improvements had given Walker the confidence to create Walker Guidance Systems by acquiring a temperature-controlled precision machining and assembly centre from global player Leonardo, and then to secure an additional £4 million from the Business Growth Fund for investment in plants and technology which will increase its capacity and expand its offering to clients. In Glasgow, Walker has invested over £2 million in its NADCAP approved wet processing facility and introduced ultra-high precision machining at WGS where a £900,000 robotic assembly line is also planned.

With its more advanced capability, Walker moved into the latest generation of satellite and satellite constellation programmes and is now supplying Thales Alenia Space, Clyde Space and Teledyne for the Airbus joint venture OneWeb constellation of 650 satellites.

"In these past four years, Sharing in Growth has supported Walker in its journey, providing conscientious coaching and mentoring to facilitate the company's growth plans. We seek to fully embed a high-performance culture across the group, delivering excellence in everything we do, and through Sharing in Growth's lessons, we have identified gaps in our leadership to make changes to support this goal."

MARK WALKER

MANAGING DIRECTOR, WALKER PRECISION ENGINEERING

THE SiG RESULTS

Walker Precision Engineering is on track to exceed a £25m turnover and has secured £56.23m in contracts, many being the long-term agreements required for sustainable growth.

This success is based on improvement across the board as all standard business measures now meet or, in many cases, exceed 90%. For example:

- Right First Time on precious metals has risen from 75% to 90%.
- Launch adherence has risen from 80% to 95%.
- Lead Time Adherence on painting has risen from 50% to 95%.
- Additionally, Walker's employee engagement response rate has increased from 26% to 94%.

RESULTS DRIVEN. **RESULTS PROVEN.**

We are the complete business transformation experts.

Our passionate team of growth and productivity specialists work with you to develop, inspire and improve every aspect of your organisation.
The Sharing in Growth challenge and purpose is to accelerate your business growth and ultimately your bottom line.

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