



From operational crisis to a repeatable operating model

TT Electronics' Hartlepool site had reached the point where hard work alone could no longer hold the operation together.

A major control-framework non-conformance had exposed deeper problems. Customer commitments were at risk, the warehouse was congested, inventory records could not be trusted and planning processes were failing to provide a reliable view of what the site could deliver.

The previous stocktake had achieved only 13% accuracy when quantity and batch information were compared. Important data had been lost during the migration to SAP, and planning relied heavily on spreadsheets and reactive analysis.

People were working extremely hard, but without the connected processes, reliable information or clearly defined responsibilities they needed to succeed.

The first phase was about understanding what was really happening and helping the site regain control.

Working alongside the operational team, we examined the system from end to end: warehouse flow, inventory controls, planning parameters, supply-chain processes, organisational responsibilities and management information.

The analysis showed that these were not separate warehouse, system and planning problems. They were symptoms of an operating model that had become disconnected.

Only nine of the 24 core processes required for the proposed SIOP model were being performed. More than 4,000 procured components, representing £1.4 million of inventory, had seen no issues or purchasing activity during the previous year. Almost 9,700 procured materials had no safety-stock setting, while lead times recorded in SAP frequently bore little resemblance to supplier performance.

During an initial eight-week phase, we worked with the team to design how the operation should function. This produced 24 future-state process maps, clearer responsibilities and organisational roles, and a practical programme of warehouse improvements.

At the same time, the site needed better visibility of the immediate situation.

We created a Power BI operational “war room” that connected information from across SAP. Its dashboards and shortage-management tools gave planning, purchasing, production, warehouse and leadership teams a shared picture of customer demand, material availability, production orders, inventory and backlog.

For the first time, a customer-delivery problem could be traced through the operation to the relevant production requirement, component shortage, purchase order or planning assumption. Daily conversations could focus on prioritised action rather than reconciling competing spreadsheets.

The second phase moved the work from diagnosis and initial control towards sustainable improvement.

A common supply-chain data model connected customer orders and finished products with bills of material, components, warehouse stock, production orders, purchase orders and requisitions. This provided one consistent basis for understanding shortages, inventory exposure, supplier performance and customer lead times.

Rather than attempting to transform everything at once, the team focused on 25 strategically important products representing approximately £4.9 million of open orders and £748,000 of gross margin.

Analysis of the components supporting these products identified approximately £955,000 of potential excess inventory alongside significant shortages. The underlying problem was not simply too much or too little stock: inventory was poorly aligned with demand. The new model created a basis for consuming excess stock while redirecting investment towards the materials most important to customer delivery.

Warehouse processes and layouts were improved in parallel, supported by standard operating procedures and an implementation plan for warehouse scanning. This would strengthen control of approximately £7.5 million of inventory and improve the accuracy of receipts, put-away, picking, stock checks and production issues.

Crucially, the work was developed with the site team rather than delivered to them as an external answer. Colleagues helped map processes, design tools and define the future operation, supported by training, user guides and structured handover.

Across the two phases, the operation moved from noise, through control and towards sustained improvement. Planning, purchasing, production and warehouse teams began working from the same information, with clearer priorities, responsibilities and management rhythms.

The result was more than a set of dashboards or warehouse improvements. It was the beginning of a connected operating system—bringing together people, process, data and technology around the needs of customers and the realities of the operation.

The experience subsequently informed an operational-realignment blueprint that could be applied across TT Electronics' 27 global sites.