

RML
PRECISION · PERFORMANCE



CASE STUDY

RML x LMAC

Transformation for Tomorrow's Manufacturing

lmac

Engineering Smarter Operations

A collaboration redefining how people, processes, and technology come together to drive sustainable manufacturing excellence.

BACKGROUND

With more than 40 years of engineering innovation, RML has evolved from a Hamilton-based equipment designer into a global leader in production automation and component manufacturing, servicing clients across New Zealand, Australia, India, and the US.

When RML set out to improve its operations and prepare for the future of growth, it partnered with LMAC, New Zealand's leading manufacturing transformation consultancy.

Together, they built a partnership focused not just on efficiency, but on creating a smarter, more connected way of working, one that fuses engineering excellence with digital and Lean transformation.



THE CHALLENGE

As RML expanded, they identified an opportunity to **improve how production processes, materials, and people connected** across the business.

Delays caused by **tool and material availability, planning gaps, and communication silos** were limiting productivity and slowing product development.

The leadership team knew that **sustainable improvement wouldn't come from new systems alone**; it required **engaging the expertise of their factory-floor teams**, whose hands-on insights were vital to shaping better, more efficient ways of working.

They also wanted to **understand which digital tools could best support their people and processes**, ensuring technology **enabled rather than replaced practical improvement**.

LMAC's role was to **define this transformation pathway**, ensuring **people, processes, and systems evolved together**.

At the heart of this partnership lies a common belief: **productivity is the engine of progress.**

Both RML and LMAC are deeply passionate about helping New Zealand's manufacturing sector work **smarter, safer, and more efficiently.**



THE APPROACH

The collaboration began with a **Smart Industry Readiness Index (SIRI)** assessment, providing RML with a clear view of technology opportunities across its operations.

The results helped define the **digital maturity and future systems focus** of RML, aligning improvement priorities and digital strategy with its business goals.

Building on these insights, **RML and LMAC co-developed a roadmap** that combined **Lean fundamentals with practical digital tools**, ensuring improvements were both grounded and scalable.

Early work focused on the manufacturing team, improving **alignment, communication, and efficiency** across in-house component production. The same approach is now being extended into the production area, where equipment is assembled and tested.

KEY INITIATIVES INCLUDED:

- **Structured daily leadership reviews**
Transforming meetings into fast, solution focused discussions.
- **Process mapping**
Engaging all stakeholders to visualise workflows, identify duplication, and simplify handovers.
- **Visual performance tracking**
Embedding manual and digital systems to increase transparency and sustain improvement.
- **Rough-cut capacity planning**
Identifying bottlenecks early and integrating data into the ERP system for informed planning.
- **Team empowerment and problem solving**
Developing leadership behaviours that encouraged trust, autonomy, and cross-functional collaboration, linking performance gaps to daily improvement activity.

THE RESULTS

The partnership delivered benefits well beyond process efficiency, driving both operational excellence and cultural transformation.

For RML:

- Greater operational efficiency through integrated planning and collaboration
- A high-performing, self-managing manufacturing team
- Stronger data-driven decision-making
- Improved health, safety, and quality through Lean practices
- A culture of continuous improvement where every team member contributes



The collaboration with LMAC has driven significant improvements in our operational efficiency and problem-solving culture. By embedding Lean principles, visual tracking, and structured problem-solving, we've achieved more sustainable process improvements and better decision-making.

— Sarah Tordoff, Chief People Officer | RML



The collaboration with LMAC has provided us with valuable insights into how continuous improvement is more than just data and analytics. It's about making tangible changes to the way we work and interact every day. It's about ensuring we have the right equipment, workspaces, and mindset to sustain growth.

Our partnership with LMAC has been transformative. We have not only achieved measurable operational improvements but also cultivated a culture where continuous improvement is an ongoing journey. This experience has reinforced the importance of listening to those closest to the work and supporting them in driving positive change. A principle we intend to carry forward as we continue to evolve.



Travis Sperry,
Manufacturing Lead | RML

THE POWER OF PARTNERSHIP

This collaboration demonstrates how pairing LMAC's transformation expertise with the engineering innovation of RML can accelerate progress across manufacturing.

By co-designing tools, routines, and behaviours, both organisations created a model that continues to evolve. Driving measurable outcomes and inspiring similar partnerships across industry.



The commitment of RML to improvement and openness to collaboration made this partnership a standout example of how transformation works best: when both sides bring expertise, humility, and a shared goal of better performance every day.

Richard Sharpe,
Lead Consultant | LMAC Group

Ready to drive **real, sustainable** transformation? Get in touch for a **no-obligation consultation** and discover how we can support your journey.

