



4 Client case study examples

Client & Industry

Extrusion, anodization and power coating of aluminium profiles for windows, doors, sliding elements, roof systems. 890 Employees in total on site.



The Challenge: *second assignment from this client*

Increase the efficiency and effectiveness of the Sales & Operational Planning teams – S&OP, so as to increase production capacity realisation by 33%, whilst maintaining quality, reducing overtime hours by 50%, improving service levels of maintenance and increasing employee self-reliance and engagement.

The Results:

Increase in EBITDA of 5% thereby increasing the value of the business by an additional 50 million euro over the next two years.

Project highlights included:

On a like-for-like comparison, overtime went down by 27.5% during the first four months of the project. The overall machine availability increased by 13.1% to 89.6% during the first four months of the project.

The planned maintenance and service of machines and production lines were delivered as per schedule. The Production plan changes per shift went down from an average of 8 changes per shift to 2 per day (24 hour three shifts system).

Client & Industry: *second assignment for this client*

European producer of plastic injection moulded vehicle fuel tanks to the automotive industry, global reach player.

The Challenge:

The initial request from local management was to increase the motivation and engagement of employees in the plant. The case study revealed six weaknesses in the organisation.

A lack of understanding and skills by local management in how to engage with shop floor employees. This was most apparent when observing the daily production meetings.

An incomplete and muddled approach to basic problem solving skills.

A mis-understanding of how OEE should be measured, visualised and managed. An insufficient practical understanding of the use of Genba and Genchi Genbutsu. Inappropriate management of TPM and its effective and efficient influence on OEE.





Lean Leadership Way INSTITUTE

Unnecessary pressure from head office to implement key elements of Industry 4.0, not being aware that first leadership need to learn to manage, then enhance leadership and performance with Industry 4.0.

The Results:

Supervisors, managers and plant senior management team were shown how to run production meetings which meet the standards set by TPS. In tandem, they learnt to focus on facts and figures at the Genba and Genchi Genbutsu interventions. This developed their problem solving skills.

In order to engage shop floor employees, we demonstrated the principles and behavioural habits needed to manage problem solving meetings. Too much emphasis had been placed on the process of problem solving and not on employee engagement.

Within a four month period we improved OEE, average of all production lines, from 87% to 92%. In addition to which the method for calculating OEE and its treatment of TPM was changed which increased capacity by 30% of each production line.

Client & Industry: *first assignment for this client*

Brown field site dating back to 1840 in the manufacture of cold and hot steel formed sections, structure and welding sections. Previously entirely state owned now under partial private ownership. Unionised with over 360 employees spread out over five production sites.



The Challenge:

The manufacturing facility had been sustaining operational losses over the previous three years due to inefficient and ineffective management practices across the entire spectrum of the production value chain. Relationships between sales and production were un-cooperative and there was a great deal of animosity of workers towards management.

Our task was to create the environment so that the manufacturing plant achieved operational breakeven within two years.

The Results:

We engaged a Lean Transition program which included every single employee of the manufacturing facility. During the third year of the Lean Transition, the operational profitability of the manufacturing facility was able to reduce the previous three years of accrued losses by 84%. This meant that in practice the last three months of the second year contracts had become extremely profitable.



Client & Industry: *second assignment for this client*

Privately owned manufacturing facility of hinges, locking systems, handles and fasteners with over 1,100 employees spread over six production sites next to each other.



The Challenge:

Order lead times were increasing beyond the agreed delivery date for clients. With over 300 orders coming in each day, it was even a challenge to track exactly where each order was within the system.

Not only standard re-order products were getting delivered well past the agreed date. Moreover, the prototype orders were not delivered on time either. This meant, the company was losing potential new orders to its competition. The purchasing team was disorganised and inefficient. The challenge was to improve delivery times of both standard repeat orders and new prototype orders to clients.

The Results:

We are proud to announce the successful completion of a lean continuous improvement assignment for our client in Poland, focused on improving lead-times on thousands of client orders. It took us just four intensive months to improve lead-time on thousands of orders for hundreds of Client's to the level from 72% to 96% . The purchasing team set up a daily visual management system to ensure OTiF was improving in-line with expectations. The prototype design and manufacture of Client new orders for constructors and technologists improved the lead-time by a factor of 45%, thereby increasing Client satisfaction and increasing new the new orders profile for the business.

Lead Leadership Way Poland has completed over 260 assignments and projects for over 120 Clients over the past 16 years. We put our success down to a number of contributing factors: A practical knowledge and application of the Toyota Production System with its associated people management principles, competences and value systems. An ability to understand the context of the Client situation and set realistic but challenging targets. An ability to engage people at all levels of the organisation.

We would be delighted to visit your production facility and provide you with our perspective on how we would approach the challenges you are facing.