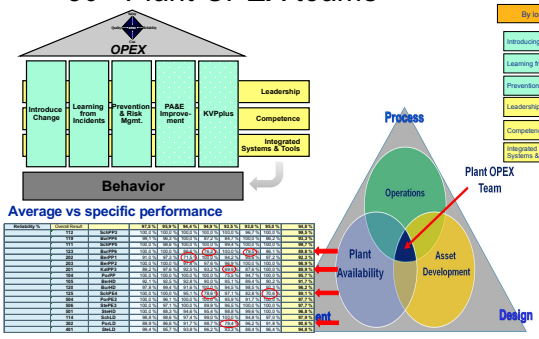
Case 6b: A European based plastics firm sought to dramatically improve operational performance and double the turns of the business

- Leadership recognized the need for a step-change in reliability performance ("2nd to 3rd league"); to strengthen their competitive position, they wanted to initiate a step change in Operational Excellence
  - Systematically tackle root causes to improve OAE and production volumes through the implementation of OPEX concepts across all sites
  - Improve leadership capabilities and methodology competencies in Operations Management
  - Ensure sustainability of the improvements in daily business
- Number of strengths to build upon – premier plant portfolio, safety performance / culture, excellent crisis management ability, common KPIs/metrics, growing use of internal continuous improvement approach, good practices in various locations (leveragable)
- Their approach needed to:
  - Balance Group vs. individual plant / location needs
  - Balance the need for quick improvements with recognition that it will take time for step change
  - We have to make up our minds, we cannot apply all principles @ the same time
  - Build on internal continuous improvement that already exists (Investigations / DASIR / projects)
  - Engagement is a real key; validation with our people

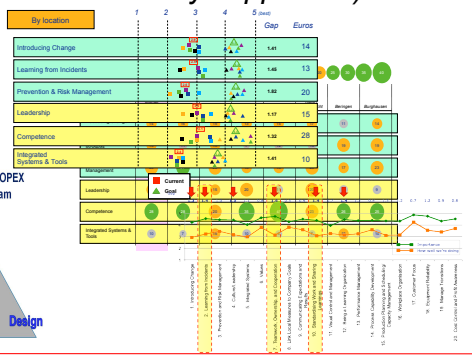



Impact: developed, mobilized and deployed OPEX and supply chain strategies that delivered more than €100MM in reliability, quality and cost improvements while working toward doubling the turns of the business

Common Work Processes 50+ Plant OPEX teams



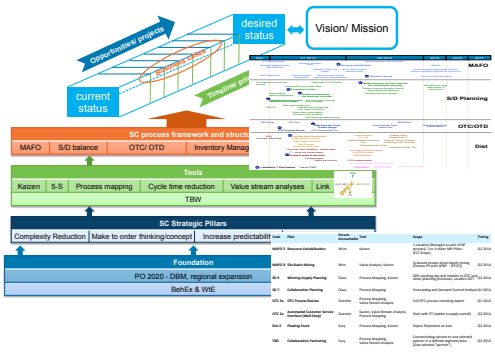
Prioritization (Validation Sessions & 20 Keys approach)



140+ success stories through high engagement of people

Lean Tools, Methods & Pilots (+LAB)

SC Approach, Roadmap & Pilots



Target Setting / Benefit Realization