

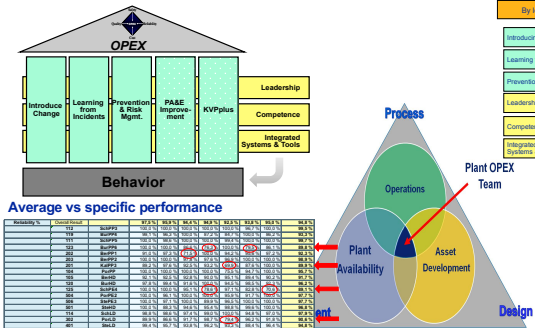
# Case 6b: A European based plastics firm sought to dramatically improve operational performance and double the turns of the business

- Leadership recognized the need for a step-change in reliability performance ("2<sup>nd</sup> to 3<sup>rd</sup> 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

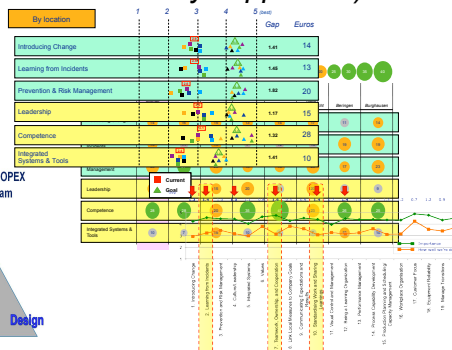


Impact: strategy, mobilized and deployed OPEX and supply chain strategies that delivered more than **€100MM** in reliability, quality and cost improvements while working toward doubling the turns of the business

## 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)

**Basic elements "4 - 8 - 4"**

4 Principles: 1. Understand the Voice of our Customer, 2. Create Flow, 3. Enable Pull Systems, 4. Continuously Improve.

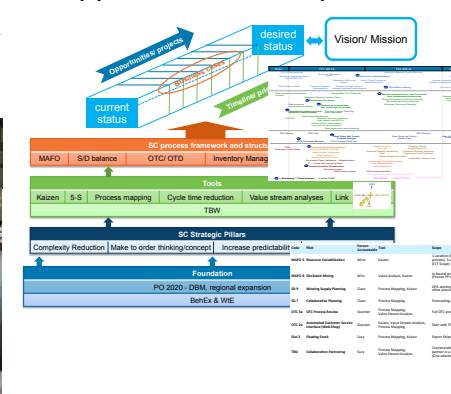
8 Wastes: 1. Defects, 2. Over Production, 3. Inventory, 4. Motion, 5. Waiting, 6. Transport, 7. Processing, 8. Return.

4(+1) New Tools: 1. Value Analysis, 2. 5S, 3. Standardized Work, 4. Visual Management, 5. Poka Yoke.

**OPEX II - Pilot Results**

Area	Opportunity	Impact
L1 Cmpdg A	Cleaning Cycle Time Reduction (52 → 27 hours)	>900 k€y
L1 Cmpdg B	Cleaning Cycle Time Reduction (54 → 27 hours)	>55% >1.8 m€y
L1 Cmpdg C	Cleaning Cycle Time Reduction (preliminary)	>50% >2 m€y
L2 Release of Raw Material	12 waste opportunities being addressed to reduce material release from median of 2 days to 1 hour (~80% of raw material volume)	>45% >81284 k€y
L2 Cmpdg Product Q/O	Product Changeover Cycle Time - 367 hrs/yr production time & higher quality	>45% >81284 k€y
L2 Maintenance Work Permit	Cycle Time Reduction - 832 / 950 h/yr extra hours of utilisation	>1.2 m€y
L3 Gas Management Value Analysis - utilisation	Work Management Value Analysis - utilisation	>1.2 m€y
L3 Gas Shipments	Cycle Time Reduction - (54 → 27 hours); delay capital	50%

## SC Approach, Roadmap & Pilots



## Target Setting / Benefit Realization

