

# Transforming to a Lean Operating System

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## Results

- Total cost savings in excess of \$30 Million over 3 year engagement (Investment \$9M)
- Standard Lean Operation System deployed to US (9 locations), Europe (5 locations) and Asia (2 locations)
- Productivity Improvements – Over 6 month timeframe as much as 22% in plant cells
- Inventory Reductions – 1<sup>st</sup> year reduction in Purchased, WIP, and Finished Goods Inventory of \$2.97M
- Equipment Downtime Reduction – 240 hrs/month to 60 min/ month
- SME Development – Internal process leaders trained and demonstrated capability
- Process Standardization

## Client Challenge

- Transform the executive team's vision of creating a Lean operating system and culture
- Pilot the transformation in a single facility to:
  - Lead the team through transformation, expansion, and acceleration cycles of change
  - Develop and demonstrate the required skills and competencies
  - Define the structure, support, and management operating systems required to facilitate complete organizational transformation
- Develop internal infrastructure and transfer knowledge to support Global rollout of Lean operating systems

## Our Solutions

- Deep Dive Assessment
- Bootcamp Leadership Training
- Bluesky / Master Schedule / Governance Development
- Core Team Development Train the Trainers
  - 5S and Visual Management
  - Autonomous Maintenance
  - Standardized Work
  - Just in Time Production
  - Problem Solving
  - Team Leader Structure
  - Planning, Policies, and Procedures Development
- Global Deployment Planning Support

## Solution Implementation

The client partnered with RWD to assess the current situation utilizing a standardized and proven methodology of analyzing the strategic, tactical and operational elements of a pilot facility (Deep Dive). The results were utilized to develop a detailed vision (Bluesky) and plan (Master Schedule) by which resources could be determined, progress measured, barriers highlighted, and countermeasures developed and executed. Direct onsite training and coaching was provided to:

- Develop internal subject matter experts to propagate the process beyond the pilot facility
- Demonstrate critical planning and execution methods to eliminate risk to production delivery performance
- Rapidly improve plant performance in the midst of concurrent organizational and operational transformation, new product and technology introduction, and volume increases