

## Lean Plant Leadership Global Programme

### Client:

Automotive - First Tier Supplier

### Background & Challenge

Our client, a major first tier supplier to the automotive industry, had recognised its global manufacturing performance needed to improve if it was to meet its demand forecast and internal cost reduction targets.

It was acknowledged by the senior management team that a global standard operating system needed to be introduced with the objective of improving machine output, reducing breakdown time and increasing quality performance worldwide.

### Solution

Working closely with the client's management team, Spitfire Consultancy supported the development of a Lean Plant Leadership Programme (LPLP) with the focus being on manufacturing and maintenance.

Management 'Champions' were elected to work alongside our consultants for development and sustainability coaching in the lean techniques used to track and improve performance. These included:

- Standard work package development
- Visual Management of Quality, Cost and Volume KPIs
- Organisation and meeting structure (escalation and governance)
- Problem solving techniques
- Total Preventative Maintenance (TPM) Regimes

### Implementation

The implementation took place in 11 plants worldwide, focusing mainly on organisational issues from the top down.

The Standard global roll out included:

- Implementing hour by hour volume control, to capture and respond to Operational Performance Rate (OPR) efficiency and scrap results
- Introducing Production Control Centres, for hourly and daily management and escalation of concerns
- Launching Supervisor Business Centres, giving the line supervisor accountability and responsibility of their area's performance
- Introducing Business Performance Centres where visualisation of key processes were designed to bring transparency to the entire business performance and drive responsibility, accountability and ownership to the management team
- Implementing model processes including TPM / Planned Maintenance and Operator Diagnostics



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Case Study - S047



Spitfire\_leadership

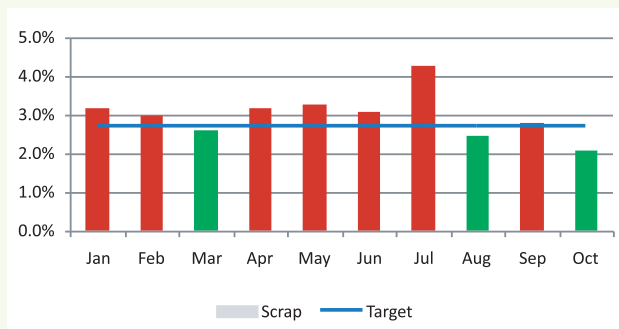
## Results

Snap shot of results achieved in the European engine valve manufacturing plant - Dacice, Czech Republic

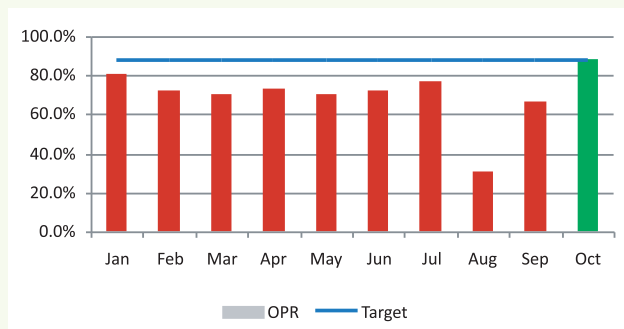
(12 Week Project - Start Mid Aug 2008)

- Scrap reduced from 4.3 % in July to best of year result of 2.1% in October achieved by monitoring and responding to scrap figures every hour
- Operating Performance Rates (OPR) achieved target following the introduction of TPM, hour by hour performance monitoring and new maintenance regimes

2008 Scrap %



2008 Finish Line OPR %



### Testimonial



"LPLP has helped us structure the way we manage and lead the production operations including all functional support. It has brought accountability for the people at all levels of the business through the use of the Business Performance Centres, Production Control Centres and the Supervisor Business Centres. The programme has provided a strong system to monitor and improve performance by focusing resource and priorities in making valves at the right time, cost & quantity. People are engaged and committed to deliver the numbers that drive performance. I would like to thank the Spitfire consultants for their extraordinary work".

Plant Manager

"I have been greatly satisfied with the help of this team. I think that the experts have brought new problem solving techniques to our plant. They have showed us new ideas to gain better performance in production. All the members of this team are experts of production management. I believe that everything they have implemented is extremely useful. Thank you for your help".

Production Manager



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