

Lean Skills Knowledge Transfer

Client

Major Truck Manufacturing Company - Germany

Background and Challenge

Our client, a leading truck manufacturer with a commitment to excellence, develops and produces vehicles within a global network of 33 production facilities. Seeking to achieve sustainable growth and industry leading profitability, they had embarked on a lean implementation programme. The challenge was to coach and strengthen their internal resource in their native language.

Solution

Spitfire Consultancy was invited to support them through the initial peak workload period and to leave behind a sustainable situation at the end of a 12 month programme.

The improvement project was split into 2 key areas:

- Coaching of the management team in the techniques required to develop a transparent and consequential management culture
- Developing a series of 3 month projects and training lean expert trainees on each of those projects to create a future environment of continuous improvement with the 'lean experts' acting as internal mentors

Implementation

The management teams of Paint, Press and Weld, consisting of 11 section or divisional heads, were to be individually assessed and coached, along with practical support for implementation, in the following areas:

- Development of Visual Management Centres and key performance indicators
- Introduction of regular governance meetings to feedback performance and drive improvements
- Development of standards and methods to support repeatable and sustainable performance

Following this, 9 lean expert trainees were also planned to be coached in 4 different projects to develop their own lean knowledge in the following areas:

- Introduction of standardised work methods and line-balancing for improved efficiency
- Improved material-flow to reduce inventory and operate 'just-in-time'
- Develop quality measures and feedback loops



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Case Study - S048



Spitfire_people

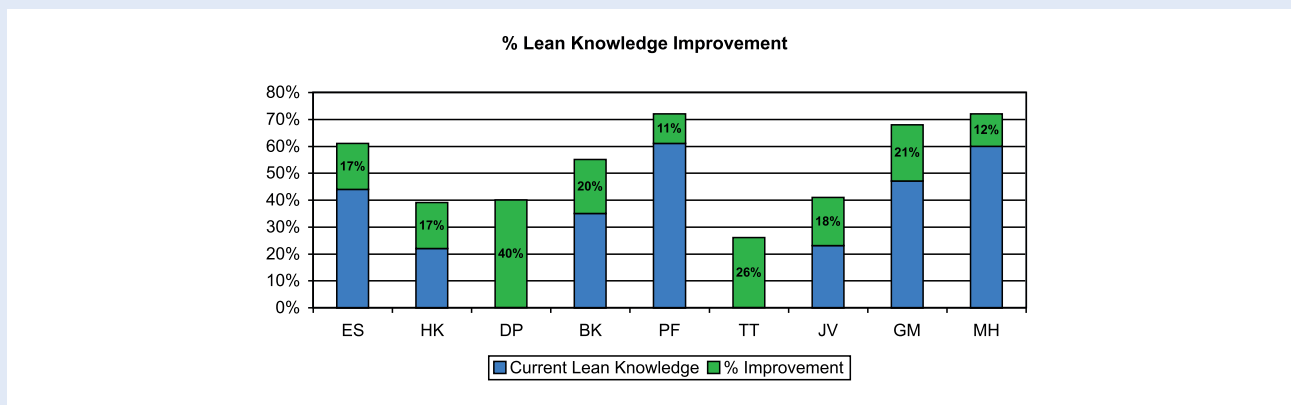
Results

- These projects developed a base for sustainable future improvements to be led by local managers and employees in an environment of continuous improvement
- All 9 'lean expert trainees' graduated from the programme to cascade the training throughout the organisation
- The 4 projects delivered cost savings of more than **€800k**, the majority of which are repeatable efficiency improvements

Examples of improvements included:

- Introduction of standardised work with balanced assignments
- Development of Andon and quality control systems
- Improved material flow and reduced lineside inventory
- Elimination of forklift trucks from production line deliveries

Trainee Lean Skills Development



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