

A leading automotive parts manufacturer Every Part Counts

Case Study Manufacturing

Changing behaviours to deliver a sustainable increase in manufacturing capacity

Company Name: n/a

Location: France

Sector: Manufacturing

Function: production, Maintenance, Supply Chain

Business Challenges:
Increase global productivity by creating a culture of Continuous Improvement

Consulting Services:
Performance Improvement, Change Management

Capabilities: Process Excellence, Asset Management, Supply Chain

Client Quote:
'Our new results-focused mentality and fact-based decision making got us out of the dark after only a couple of weeks.' Plant Manager

Situation

The client is a world leading manufacturer of automotive parts, renowned for the quality and reliability of its output. It was struggling to meet a significant increase in demand from its biggest customer. This customer already accounted for around 25% of volume on a specialist cylinder part and senior management recognised that increasing output to the extent required, while still maintaining high quality, would be a significant challenge. Celerant was brought in to analyse the entire operation, then help plan and implement a programme of sustainable improvements.

Approach & Delivery

Once they had identified all production bottlenecks and sources of waste, Celerant and the client team began to implement LEAN Manufacturing tools and processes across the organisation, with Celerant supporting and coaching the client's staff at every level. Whether explaining bottlenecks and how to minimise them to the management team, or encouraging ideas and enthusiasm from resistant shop floor operators, Celerant adapted to the client culture to keep the project on track and maintain everyone's commitment to change.

A new cross-functional management system, Celerant's propriety MCRS®, was designed and installed and, combined with an effective communication programme, played a vital role

in changing behaviours and monitoring progress towards increased capacity.

Celerant also trained supervisors to develop and implement new management routines and worked with middle management to identify KPIs that would give real insight and control over process performance and put a name and number on the causes of disruption.

Results

- €5m annualised savings have been achieved.
- A greater alignment between product and material flows and customer demand has been implemented, with a 40% capacity increase on a bottleneck line and improved line yields across the entire shop floor.
- New shop floor management routines have transformed behaviours and performance and the foundations for Continuous Improvement are in place.

Client Satisfaction

'Celerant's commitment and engagement with our staff had a steady impact on behaviours. I could see people's habits changing on a daily basis.' Managing Director