

MANUFACTURING CELL OPTIMISATION – Precision Engineering Sector

CLIENT CHALLENGE

A European precision component manufacturer engaged OPEX Digital to support the improvement of Key Performance Indicators in relationship to their machining production cells. The challenge was to energise the organisation to improve Safety, Quality Cost, On Time Delivery and Lead Time reduction through the implementation of Lean Tools and Techniques.

OPEX DIGITAL SOLUTION

OPEX Digital introduced the *Digital Lean Maturity* assessment to help identify the status of the Lean Journey and systems status to give clear recommendations for solutions were needed. All layers within the organisation were reviewed and one to one interviews completed to drill down to the real issues. On completion of the assessments, board level discussions were held to establish a Blue sky vision and alignment of the direction to take.

PROJECT REALISATION

Using the OPEX Digital Lean project management function and planning tool, the team were guided to develop a Targeted Delivery Improvement Plan (master schedule) together with a governance structure taking in account the contribution of all organisation functions; as well as the interrelationship of the functions. Client ownership was established for each element, enabling OPEX Digital to remotely facilitate, drive and support lean management improvement thinking. Each internal owner was coached via the digital application to support their element of the implementation and would feedback status on a weekly basis and provide the necessary escalation if necessary to senior management.

Some specific activities were:

- A shop floor management culture was developed by introducing *Digital Visual Management Centres* within the precision machining cells.
- Standard work operating documents reviewed, enhanced and stored within Opex Digital, with a clear focus on eliminating waste and improving value adding activities.
- Quick Kaizen approach, to instantly demonstrate improvements can be made.
- Tiered Process Confirmation system, to ensure sustainability of any improvements made.

OPEX DIGITAL PROJECT IMPACT

As with all OPEX Digital interventions, the overall programme was designed to leave a legacy of self-sustaining improvement. Therefore, as well as delivering outstanding operational performance improvement i.e.:

- On Time Delivery improvement of 20%
- Lead Time reduction of 12%
- Quality Right First Time improvement of 5%

The programme leaves in place:

- A multifunctional operational governance structure
- Operational improvement culture – i.e. Quick Kaizen
- A more proactive senior management where decision making is based on fact, and Digital Visual Management / Transparency is embedded within their mainstream activities.

SUMMARY

OPEX Digital engagements look to enhance the effectiveness of:

- Senior management
- Total value stream
- Integration of Digital Business system and operating processes.
- Non-value added activity elimination.

The Precision Manufacturing Sector project achieved this.