

FOCUSED LEAN LIGHTHOUSE IMPLEMENTATION – Carbon Fibre Industry

CLIENT CHALLENGE

A multinational Carbon Fibre Manufacturer engaged OPEX Digital to support the performance improvement of some of their key operational business units. The challenge was to engage the people through digital knowledge transfer whilst also establishing sustainable OPE improvements.

OPEX DIGITAL SOLUTION

OPEX Digital deployed the *Lean Lighthouse approach* to establish embedded Lean tools and techniques to manufacturing and production areas. To understand the fundamentals of the company as a whole, OPEX Digital designed an approach that allowed the program team fully to understand the linkages and relationships between all departments.

PROJECT REALISATION

OPEX Digital led the team on a multi-layer diagnostic of the company, starting with Lean Project Management then educating them in Value Stream Mapping and finally creating a Future State Map agreed by all.

On completion of the diagnostic phase, the program team completed the online Lean Learning Academy to demonstrate the Lean techniques and to enable them to apply the tools in the correct order to achieve the future state. Locally owned project management is key to the success of the Lean Lighthouse approach, so OPEX Digital was used to create a 10-week master plan to deliver the future state and associated Kaizen opportunities.

Some specific activities were:

- A shop floor management culture was developed by introducing *Digital Visual Management Centres* within both production and non-production areas.
- Total Productive Maintenance system to improve efficiency and reliability of all equipment.
- Standardised working procedures and Quick Changeover methodologies.
- Tiered Process Confirmation System to ensure sustainability and accountability.

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 a robust and locally owned digital Lean Business System, we also delivered improvements in:

- OPE improvement in production of 10%
- Increased overall capacity.
- Safer work environment with zero accidents.

The programme leaves in place:

- A digital multifunctional operational governance structure
- Operational improvement culture – i.e., resources applied; multi-level action plans integrated to mainstream activities
- A more productive senior management where decision making is based on fact, and digital visual management is embedded within their mainstream activities.

SUMMARY

OPEX Digital have an ongoing relationship with this important strategic client. And further Lean Lighthouse activities are planned to rollout across Europe.

OPEX Digital engagements look to enhance the effectiveness of:

- Senior management
- Total value stream
- Integration of Business system and operating process

The Carbon Fibre Industry project achieved this.