



Focus on behaviours and results, delivers sustainable increase in manufacturing capacity

Faced with a massive increase in demand, a leading automotive parts manufacturer successfully addressed bottlenecks and inefficiencies, to expand its manufacturing capacity – setting the scene for continuous improvement

THE SITUATION

A world leader in manufacturing automotive parts found it was struggling to meet a significant increase in demand from its biggest customer. The customer accounted for about a quarter of the manufacturer's volumes on a specialist cylinder part.

The manufacturer is renowned for the quality and reliability of its parts able to withstand extreme temperatures, and are central to automotive construction.

Senior management recognised that increasing output to the extent required – while still maintaining high quality standards – would be a significant challenge.

THE ASPIRATION

Having called Celerant in to analyse the entire operation, the manufacturer was presented with a list of areas needing attention.

In order to increase its output volumes to the desired extent, the company needed to:

- Improve material flows and planning
- Increase its maintenance efficiency
- Coordinate activities much more effectively across functions and disciplines

On a day-to-day level, these improvements would also contribute to eliminating 'fire fighting' and help to establish 'anticipation' as the operational norm.

- Results**
- 5 million Euro annualised savings
 - 40% capacity increase on a bottleneck line
 - Improved line yields across the entire shop floor
 - Revitalised working culture



"Our new results-focused mentality and fact-based decision making got us out of the dark after only a couple of weeks."

Plant Manager

THE TRANSFORMATION

The first step was to identify the main bottlenecks in the production process and sources of waste.

Armed with this knowledge, Celerant and the manufacturer's staff were able together to roll out Lean Manufacturing tools across the organisation.

Celerant consultants supported and coached the manufacturer's staff at every level, from senior management to the shop floor. Whether explaining bottlenecks and how to optimise them to the management team, or encouraging ideas and enthusiasm from resistant operators on the shop floor, the consultants adapted to the environment they were in to keep the project on track and maintain the commitment of everyone involved.

A new cross-functional management system - Celerant's proprietary Management Control and Reporting System - was installed. Designed to fit the organisation's needs, and combined with an effective communication program, the MCRS® played a vital role in changing behaviours as well as monitoring progress in the steps towards increased capacity.

Supervisors were guided and coached to develop and implement new management routines. Consultants also worked with middle management to identify a small number of key performance indicators which would give real insight and control over internal process performance, as well as putting a name and number on causes of disruption.

THE RESULTS

Applying Lean Manufacturing tools and techniques eradicated waste and created much better alignment between product and material flows and customer demand and constraints.

The new shop floor management routines succeeded in transforming behaviours and performance. The foundation has been set for continued improvements in performance long after the completion of the project.

"The Celerant consultants' 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



"Implementing the MCRS® has had such an immediate impact on our rigour and efficiency, no one would want to take a single step back - ever!"

Plant Manager

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