



CASE STUDY

RECONCILING PRODUCTIVITY AND SOCIAL PRACTICES
TO IMPROVE PERFOMANCE



AT THE BEGINNING...

WELCOME...





Safety













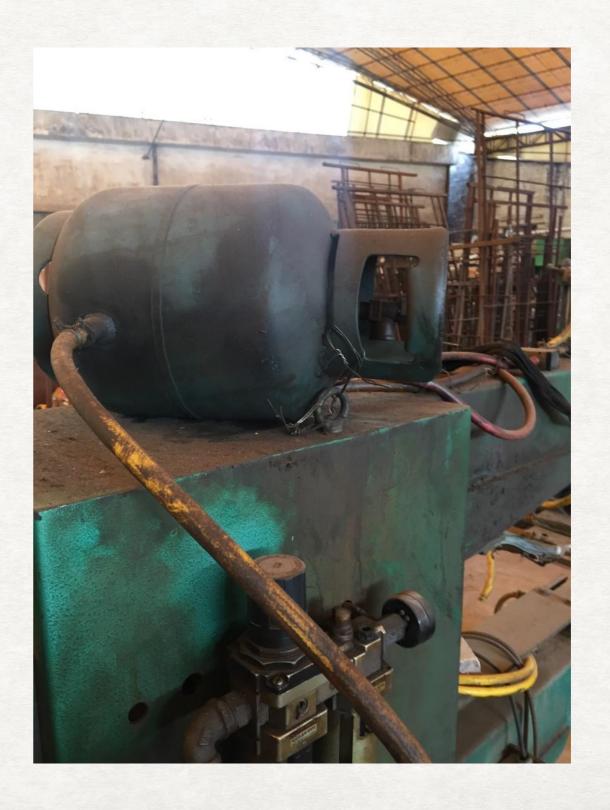






Machines





Working processes













Work environment









KICKING OFF THE NEW FACTORY PROJECT

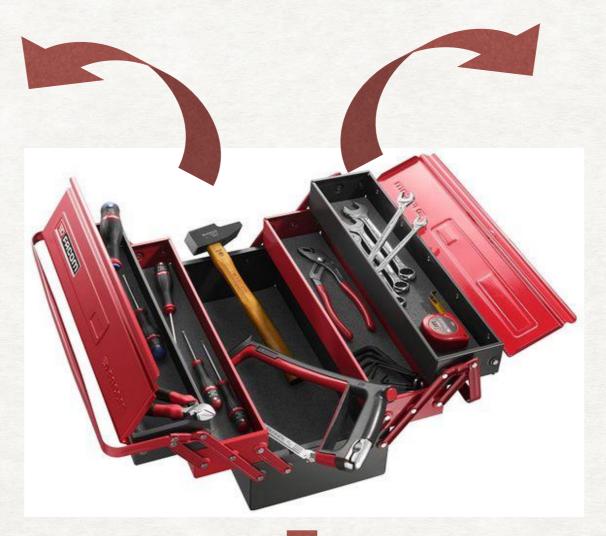
"How to ?"...



concept

Production
& Maintenance
Management

Technical Engineering



...Change Management... Operational Excellence Lean Manufacturing

> Value Engineering

Process Redesign

Good sense & Experience

INVOLVING THE FACTORY IN CHANGE MANAGEMENT



♦ How to motivate management and workers?

"Only wet babies like change"...

Change Management
2 populations - 3 Key levers





Management

Commitment empowered by:

- 1. Sales
- 2. Quality
- 3. Cost

Target: Meet 1 shared vision

Workers / Employees

Commitment empowered by:

- 1. Working conditions
- 2. Safety
- 3. Wellness

New Toy = New Lay-out









Involving the Management





...and the employees



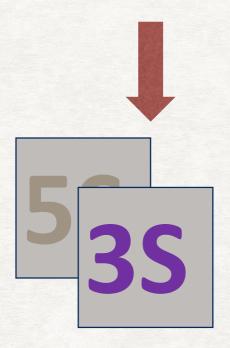






Start by Simple, Understandable and Visible actions

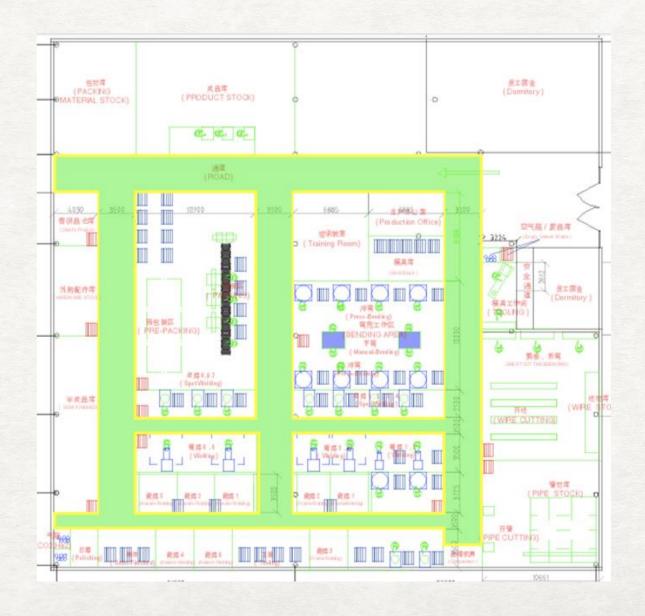
1. Lean Management Quick start



Sort - Set - Sweep

(+ Standardize – Sustain)

2. Lay-out Design



Change: Get the spirit!







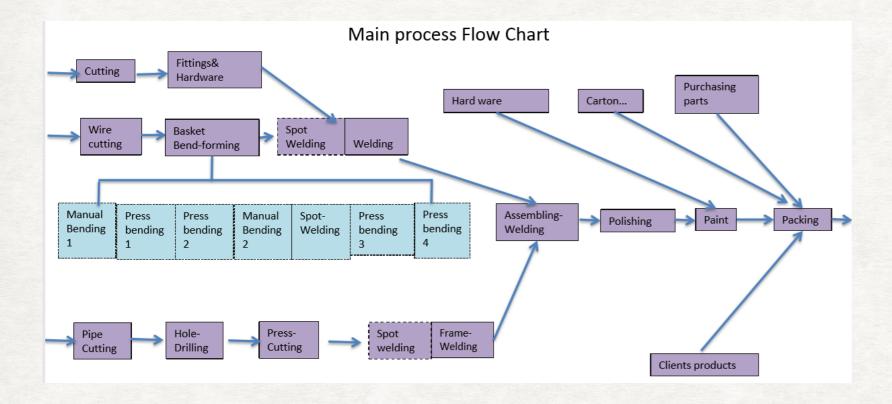
Cleaning

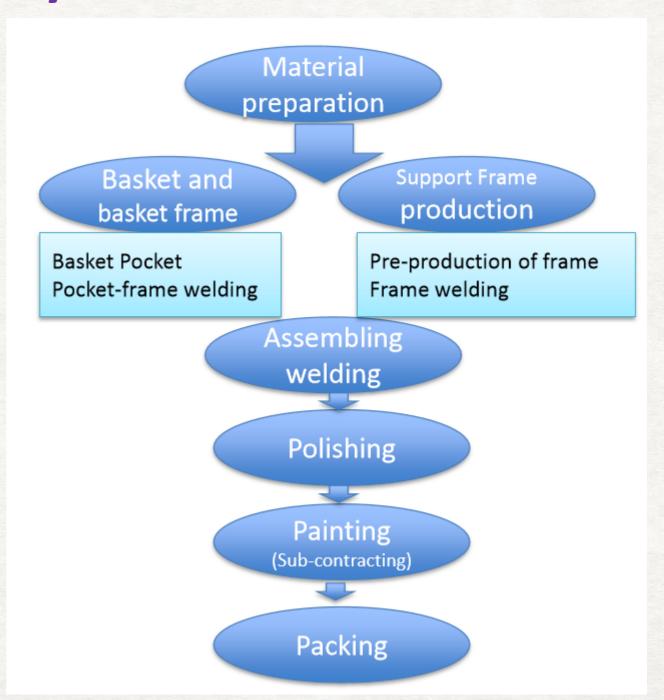




Lay-out Redesign 1. Process analysis

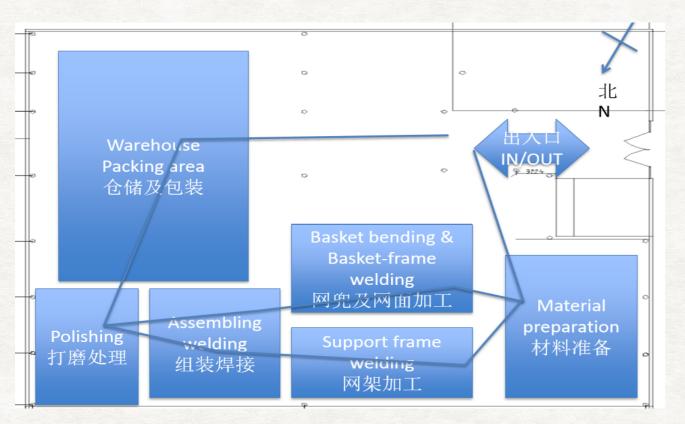




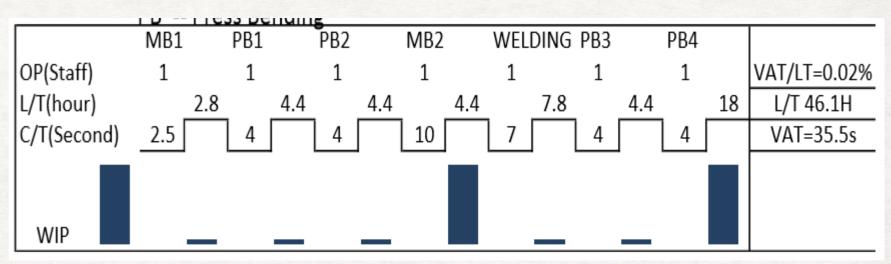


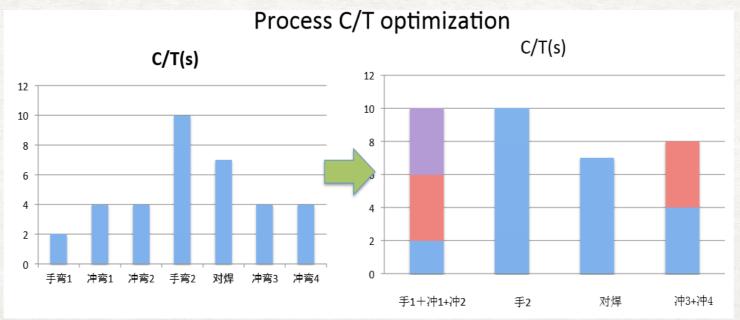
Lay-out Redesign 2. Production flow analysis





VSM





Lay-out Redesign 2. Ergonomy







Lay-out Redesign 3. Safety









Safety





Welding protection mark

Color for each phase

Power Marking

Protection



Lay-out Redesign Setup







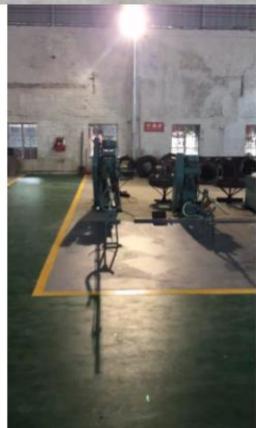




Every machine is in its position

Dedicated space to put cleaning devices

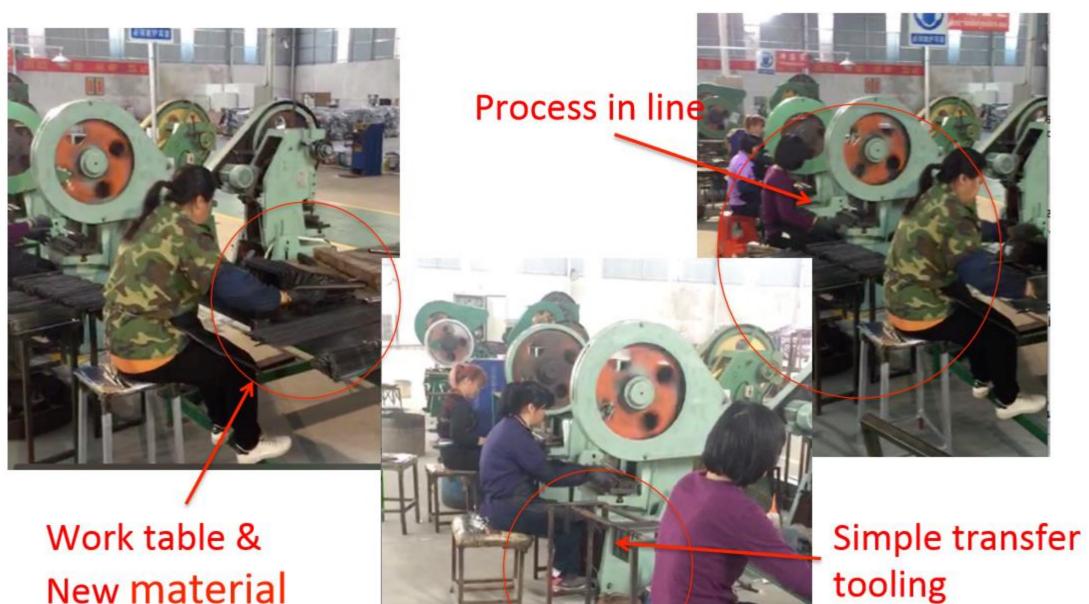






Production Management 1. Optimization





New material supply









Production Management 3. Planning & KPIs



	1								2018	年		6	J	1份			考	勤る	£ic	表									
1	a	85	r1±																				本月	31	天,	拉勒	3586		
A		编号	姓	名向	11 11	1 2	3	1 5	6	7 8	9.	10	11 1	2 13	14 1	5 16	17	8 19	20	21 2	2 23	24					1 10.9	工物	出動
		1,1		1	7 8	er Rim	21-2	w 700	Re- to	u Etas	80	E) 8	S- 81	- 8ic	2000 E	w Rev	Kin 8	e ka	Rier	8 m 8	× 20	9	w 800	8:00	aku	ROY		计工的	
		1 1	智主		352	nt.	1734 P.	10 939 =							P30 8	300							Par Ph	97201	Per a				
		2 3	P.禁业	1+	年 8:4	020	6 8 6 5 6 5 6 5 6 5 6 5 6 5 6 5 6 5 6 5	At	Heren	RE	Ste. 1	20.8	H 80	o Roc	800 8 603 6	5 67	9 9	tion the	1 60	200 8	to t	2 62	EL E	200	K = 8 :	The same	200		
	1	-	12-2	7003 E-4	既	1												_	-		-	-							
		3 / 3	支线	FA	73-	854 8 53- 5	20 E3	Mery 8	30 KZ	650	Risso I	D 50	W CI	tra.	tie E	S. E.S.	8187 X	100 Miles	6 53	180 E	tion t	3 6	the state	to the	200 8	S by	200		
	1	1	7-2	加班上午	E	197	TO PIE	19:30						930	93.9	20							Pira!	13- Feb	970				
	1 4	一在	丽艺	下午	P.T.	Ste E	fra.	\$3.50	7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Mine I	En l	9 6	2 62	63	855 85 650 4	a tra	0 0	the sta	2 43	a trac	Store &	12 E	150	53 6		80 K	2 64		
	1	1		加班上午		_																							-
1	5	李弘	半班	下午	800 8	300	tile	11- 51	63	from 6	3 8) He	100	53	esto es	EU ES	8	130 E	To the	5 C 50	62	13 E	2 53	ATU S	aufiz	500	57 20	3	
1				加班上午				170							P349	1								PORU					1
1	6	罗汉美		下午	800 81 530 83	9	\$170 B	30 53	7 Km (2100 B	2 6	10 860 2 800	430	5 8300 Free	trail to	2 62	9	ez s	2 8	2 52	Par.	8100 B	20 62	82 8	10 80	63	900 8	× 1	
-	+	/		加数		10 1	X30 8	BUPE	4					19:30	3.19	74							P13	9:30	23. 8	20	101		
	7	孫回		-	130 E3	80	8 w 2	200	200 8	100 8	2 8	8.0	1819	A STORY	te 2	2 80	200	8:10 2	200 8	m1230	22	800	5 80 E	2 kas	800	2 82	201	1	
	-	INCEIN	* / #	I HE				700		100			1-1				1												
8	13	at b	-	午 8	in 8000	8 8	the Re	80	200 8	10 8	224	8:0	20	8:00	R210 &	er 850	9	82 8	8	DE 214	× 824	20	Red R	-2-	8:009	in R	- 8-	86	
	13	学多	Jui.	- Page	\$270	1	Tyles.	- 3272	ATTH A	3151	51 523	182	152	Cick	30.5	30 (57	10	51236	32/5	130 69	2 53	5.30	22. 5	3.52	500	21.15	3 53	200	
,	100	Walls.	L4	Printer.	80	D 8	2/2	812 8	to g	280	00	8:0	2:0	200	2008	w 824	9	2:02	200	29.91	0.20	88	0 0	280	200	800	0000	185	
	轩	銀珠	下4	10030	5070	0 9	STOR.	2550 0	13/ C3	5.3	0	63.	ta.	5134	f12 5	3 53	12	E 70	63.45	moto	s. fiz	- 53 U	0 5	30 53	5:30	5- 5	52 52	300	
1			上午	-	9:00 F		93				10	94	ani.	17:10			(A)	200					-	3092	19.30	930		120	
1	拉	9 F	下午	(t) 2	t 31 8	513	53	517 6	40 00	0570	0	6-20	te	55	St. B	20 62	18	Star I	Sirving Show	EZ H	2 8	2 5-	9	50 E	a fini	5741	E00 8	14 875 12 523	
-	800	~14	加班			730	19:30	9120					- Charles	Pito P			1			97. 9		7		7	30 93	_	3130 6	A Comment	1
1	D ±±	0	上午	920 8	new gro								8:0	800	800 8	a 8:0	r Ka	84	20	80-18	08	280	10	9:w 8	C 210	70	800 S	m Ko	
3	541	to t	加班	5150 3	136 213	\$33E	5230 3 1930 8	2 2	15.3×	E30	8	534	574	250	n feld	F1 535	£13	5130	60	5.30 5	To S	30 57	10		_			17.8	100
				20 0	G 100			_	0	01	514	Gr.		9:30 9			0	0	O.O.	0.00				1830	tale	3183			1
1	34	拉丁		513- 51	2010	Sea !	52/8	2 50	\$100	Can	File	62	800	50	47 F	2 62	20	F12	50	K. W. K	5 90 8	30 8	0 Ma	100	Res W	=0 810	a Mes	800 8	201
VAN	- Par	711	加班	and a	1	3	1757	7	42170	2110	2.7	5,10	3120	2403	530 Pt	20 51	20	C10	13-70	1234	620	1502	20/342	THE.	513015	1745	7 20	45300	200

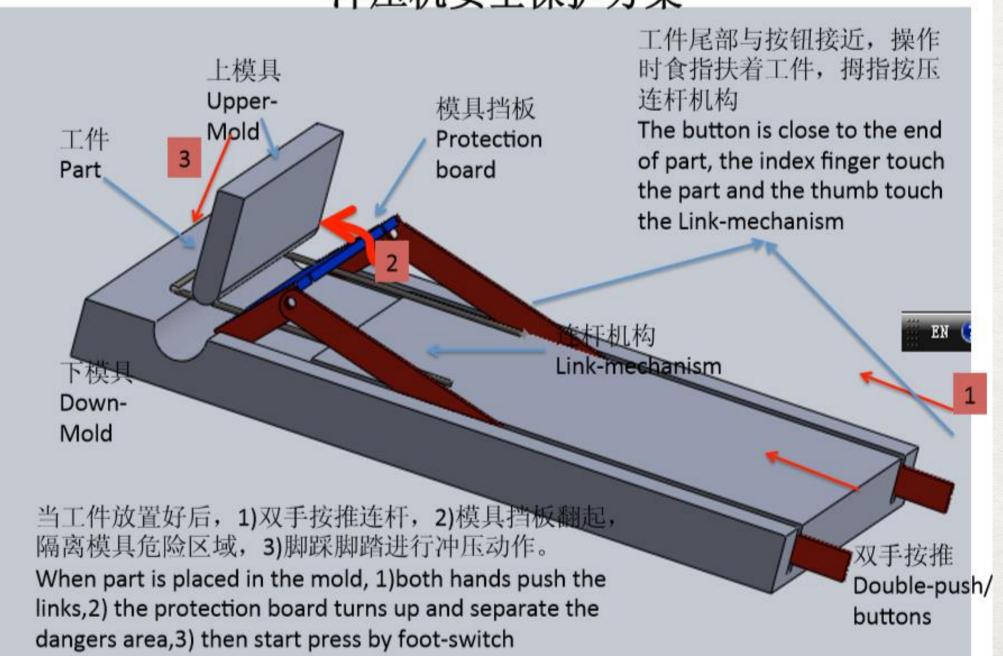
編号 姓名 工资
新食車 3000.00 28 3000.00 5.00 10 120.00 3120.00 318.00 2502.00 3
1 日 1
1 日 1
1 日本
10 10 10 10 10 10 10 10
10 10 10 10 10 10 10 10
10 10 10 10 10 10 10 10
0 学科度 2500.00 26 3000.00 10 360.00 28 168.00 2668.00 318.00 2350.00 3138.00 2350.00 3138.00
一方式
株理数 2500.00 28 2590.00 10 3215.00 0.00 3215.00 77.00 3028.00 10 3215.00 28 168.00 3028.00 3288.00 10 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3288.00 3360.00
樹文芳 2500.00 28 7 3120.00 28 168.00 3288.00 3287.00 季葉 3000.00 28 3000.00 10 360.00 3360.00 3360.00 3360.00 季楽新 3000.00 28 3000.00 10 360.00 32720.00 35.00 3265.00 3265.00
数字類 2500.00 28 3000.00 10 360.00 3360.00 73.00 3360.00 野皮餅 3000.00 28 3000.00 10 360.00 3360.00 3360.00 3360.00 3360.00 野皮餅 2500.00 28 3000.00 10 2720.00 2720.00 55.00 3360.00 3360.00
学会所 3000.00 28 3000.00 10 360.00 2720.00 55.00 2665.00 学程当 2500.00 28 10 2720.00 55.00 2720.00 55.00 2720.00 55.00
季桂兰 2500.00 28 10 2720.00 2720.00 35.00
合计 40000.00 20.00 56513.76 0.00 0.00 1908.00 53261,00

Production Management 4. Worker's safety





Safety protection concept 冲压机安全保护方案 工件尾語



Change Management Trainings

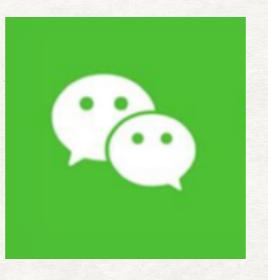






Change Management

Continuous Improvement & Problem Solving can be supported by a new experimented tool:



« Job Spotting »

The New Gemba Walk



RESULTS & IMPACTS

WELCOME BACK!





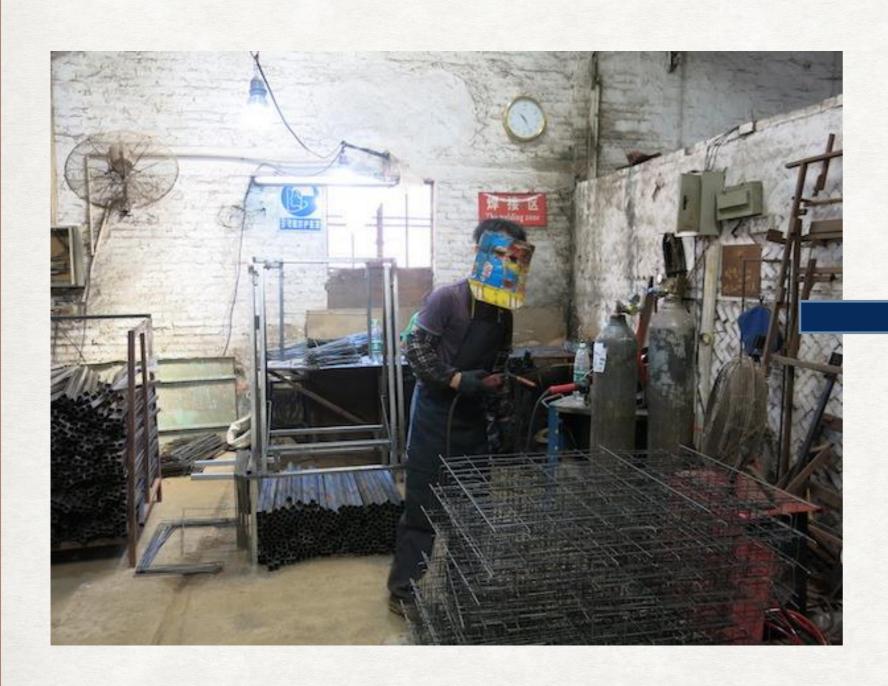


Factory organisation













(SOME) RESULTS OF THE PROJECT



Better management and HR development

Management vision & perspectives

Teams motivation & empowerment

Better overall safety

Higher productivity

PARTNERSHIP BUYER/ FACTORY STRENGTHENED COOPERATION

Rest days

Higher income for company and workers

Attractivity of the factory





NEXT STEPS



- ♦ KEEP THE SUPPORT! Wage structure/ compensation overtime/ discipline in maintaining fundamentals
- ♦ QUALITY COMMUNICATION WITH CLIENT
- **♦ SPREAD BEST PRACTICES**



KEY SUCCESS FACTORS



- Motivated and committed factory boss AND client -> partnership approach/ shared responsibility
- ♦ Support and communication in managing changes
- ♦ A holistic yet pragmatic approach to performance and sustainability

