



Case Snippet: Lean Deployment for a Global Semiconductors Manufacturer

• Situation & Challenges

A global semiconductors manufacturer faced a shrinking profit margin resulting from price volatility in the market and rising manufacturing cost. As a highly capital-intensive company, it was exploring a company-wide initiative that could improve its productivity and reduce the cost of operations.

• Our Approach

We presented an approach to implement a Lean management framework for the whole organization. It involved defining the vision and mission and Lean goals for the company. In addition, a Lean Steering Committee comprising senior executives was set up to implement the key pillars of TPM. They include Training & Education, Safety & Environment, Autonomous Maintenance, Planned Maintenance, Quality Management, Equipment Improvement and New Equipment Management.

• Results

Tangible benefits achieved within twelve months of Lean (TPM) implementation:

- Equipment downtime reduced by 20%
- Quality improved by 10%
- Overall Equipment Effectiveness (OEE) improved by more than 5%
- Absenteeism reduce by 20%

Intangible benefits:

- Operators were able to perform basic maintenance
- Improvement in teamwork between departments