



Case Snippet: Lean Deployment for a Global Metal Fabricator

• Situation & Challenges

A global metal fabrication company had performed a productivity analysis of its operations and was concerned of its high cost of scrap, rework and on-time delivery performance. As part of its continuous improvement initiative, they wanted to take a holistic approach to improve productivity, quality and customer satisfaction.

• Our Approach

We presented an approach to implement a Lean management framework for the whole organization. It involved defining the vision, mission and quality policy for the company. In addition, a Lean Management Team comprising senior management members was set up to oversee quality awareness, training and education, rewards and recognition, quality measurement and quality improvement programs.

• Results

Tangible benefits achieved within six months of Lean implementation:

- ❖ Reduced scrap by 22%
- ❖ Incidences of late delivery reduced by 35%
- ❖ Incidences of untimely updates reduced by 60%

Intangible benefits:

- ❖ Improved communication among management and staff
- ❖ Increased employee awareness with respect to teamwork and importance of internal customer satisfaction
- ❖ Improvement in team work between departments