

## The Challenge: Develop Lean and Operational Leaders across Multiple Facilities

### The Client:

This client is a leading producer of highly specialized consumer products and services that are manufactured, marketed and sold worldwide.

Kaufman Global was enlisted to help this client design an implementation plan that would ensure its ability to implement its lean strategy to achieve Lean business goals. The client also wished to successfully integrate newly acquired, best practice Lean manufacturing knowledge with the Six Sigma program already in effect within the company.

### The Approach:

The objective of this two-phased process was to fully enable thirteen future leaders representing seven sites in four countries, to implement Lean manufacturing. Phase one lasted twelve weeks and included several weeks of classroom training interspersed with nine weeks of on-site improvement activities.

Phase two consisted of on-site implementation work that enhanced learning and supported results obtained during the first phase. During this time Kaufman worked as coaches, working side-by-side with the class participants and site staff, to assist them as they implemented lean methods.

During the project, over 50 rapid improvement events were conducted in a variety of areas including, Materials, Assembly, and Customer Service. Lean Daily Management Systems were implemented at all sites, resulting in Lean process ownership at the shop floor level.

### The Results:

- Achieved **\$3.7 million in bottom-line savings and implemented a system to realize \$4.0 million of additional benefits.**
- **Involved approximately 570 employees in rapid improvement events and lean seminars**, creating the knowledge base of lean techniques required to create a continuous improvement culture.
- **Deployed 13 Lean Leaders** throughout the organization, **capable of championing the organization's Lean strategic intent and associated lean business goals.**
- **Reduced inventory by over \$750,000** by implementing a demand-pull inventory management system.
- Successfully integrated lean with existing corporate initiatives including SAP implementation and Six Sigma.
- Long-term improvement plans defined in work cells using the 20 Keys<sup>®</sup> as a baseline.

### Critical to Success:

The work required to initiate and sustain a cultural shift is never easy. The leadership team at this client had a clear vision and commitment to change. Kaufman Global brought discipline, methodology and experience to the organizational energy that already existed enabling this client to focus and achieve tremendous results. Other success factors included a hands-on learning approach; team formation and networking among the training participants, and solid metrics to measure program success.

***“At first I didn’t understand why we had to do the (daily management) piece of this, but now I get it. It’s fundamental to continuous improvement.”***