



A regional printing services company Hold the Front Page!

Case Study
Manufacturing

Transforming the operational culture at multiple print production sites

Company Name: n/a

Location: Germany

Sector: Manufacturing

Function: Production,
Maintenance

Business Challenges: A significant decline in prices caused by increased competition, market overcapacity and gradually decreasing demand

Consulting Services: Performance Improvement,
Change Management

Capabilities: Asset Management, Business Performance Management, Process Excellence (LEAN)

Quote: "Now we challenge, support and lead our sites and people with KPIs. We improved the teamwork dramatically." Site Manager

Situation

The client is a European leading printing services company providing gravure and offset printing, finishing and logistic services to a wide range of customers. It has 6 major production sites and a product portfolio that ranges from high quality catalogues to magazines and advertising supplements. The industry was already suffering from overcapacity, decreasing demand and declining prices when the financial crisis delivered a further blow. So to ensure the company's competitiveness the management created a programme designed to rightsize the company by cutting costs and increasing productivity and flexibility through LEAN processes. As specialist in Change Management, Celerant Consulting was brought in to support and accelerate the programme.

Approach & Delivery

The project initially involved two sites and focussed on reducing machine downtime by optimising production planning, improving changeover times, increasing machine rates and reducing breakdowns and paper scrap.

Celerant's experts started analysis and project implementation simultaneously. While potential was defined in the analysis stream, first systems, cockpit and process improvements were being implemented in the project stream.

We then worked closely with the client team to perform root cause analysis on machine downtime and paper scrap, redesign changeover and maintenance processes and install production SICs. They also installed a production MCRS® and used Closework® approach to transfer tools and methodologies among production staff and establish a culture of Continuous Improvement.

Following this success, over the time a full rollout took place in two steps into the other 4 sites.

Results

By the end of the rollout €6.7m annualised savings had been achieved across all 6 sites. They now have a tailor-made production MCRS®, KPI systems, SICs and Continuous Improvement cycles that reduce machine downtime and paper scrap.

An optimised changeover process has been designed and installed, leading to a reduction in overall changeover time of approx. 10-15%. Preventative maintenance plans and checklists have also been implemented. The introduction of the concept of 'autonomous' maintenance supported by a database for breakdown analysis was a milestone for improvement. Furthermore a maintenance work order module has been designed and deployed and supplemented the overall maintenance concept.

Standard weekly operating reports for the COO have been implemented, a Knowledge management system has been designed and installed. Finally approx. 350 employees were trained in problem solving tools and other LEAN methodologies ensuring the sustainability of the results

Client Satisfaction

The client was impressed with Celerant's pragmatic approach and its ability to quickly move onto implementation and deliver fast results. Financial benefits were important, but the main focus was to initiate a real cultural change within the organisation that would level out the impact of the restructuring programme and stabilise production processes. Celerant Consulting delivered that by generating significant behavioural change at all 6 sites.