

Client case - Chemicals industry



Company ID



Worldwide company
manufacturing film and
foil solutions



Founded in 1957
Family owned business



953 m€ revenues in 2015



3,000 employees

Situation 2010

- Unfamiliar with Operational Excellence
- Pressure on margins
- Customer demands changing rapidly
- Delocalisation

Operational Excellence Program 2010-2016

Program implemented in 10 sites

1. Program Management – leading and managing change
2. Empowerment – multidisciplinary teamwork
3. Visual Performance Management – identify problems
4. Safety, Health & Environment – zero accident & 5S workplace
5. Quality Management – quality at source
6. Continuous Improvement – problem solving
7. Maintenance Management – zero breakdown
8. Flow Management – continuous flow

Results

- *Safety and Right First Time On Time improvements*
- *Continuous Cost Savings*
- *In-house Operational Excellence capabilities*