

## Case study

Project: Implementation of a Lean Management System

### Client: OMNIA PLAST

Omnia Plast is a company part of the Sunino Group. The company has 350 employees and is located in Bucharest.

This unit specializes in the production of sports footwear including ski boots and technical diving equipment.

The processes are plastic injection, thermoforming, sewing and assembly.

### Context description:

OMNIA PLAST is facing a massive increase in orders but at the same time in overtime in all departments.

Process control was difficult and although new projects were being envisaged, they could not be taken on.

The defect rate remained at a relatively high level, without affecting the clients.

The company management decided to implement a new management system that would allow for quality improvement.



### Lean Implementation Program

- OMNIA PLAST turned to the consulting and training company EFFECTIVE FLUX SRL to identify and implement an efficient management program
- Following the assessment of the current situation and the consultations that followed, it was decided to implement a program adapted to the context in stages over a period of 6-7 months
- The new management system was named “ALL IN ONE PRODUCTION SYSTEM”
- The program was conducted in 6 training modules in which the main elements of the Lean concept were introduced and their application in OMNIA PLAST was exemplified
- The participating team included the entire management team responsible for the departments as well as technical personnel, a total of 12 people

- After each theory module, the team implemented the new management system step by step in a pilot area (Passegino assembly)
- Each module began with a field audit and a presentation of the status of the tasks received by the team
- Finally, significant and more significant improvements were achieved in the pilot area chosen. Through application, the team understood the importance of identifying and reducing losses.



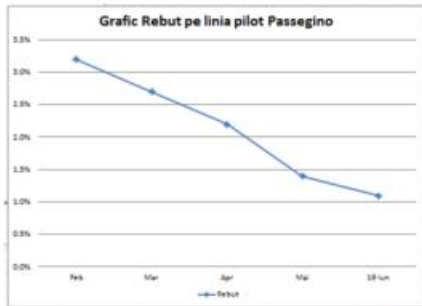
Nr.	Teme Instruct	Participantii	24+25.01.13	21+22.02.13	06+07.03.13	11+12.04.13	16+17.05.13	20+21.06.13
1	Introducere in lean	G1 : Management		Verificare teme				
2	Munca in echipa	G2: staff suport Implementare			Verificare teme			
3	Managementul obiectivelor	G2: staff suport Implementare			Verificare teme			
4	Management vizual	G2: staff suport Implementare				Verificare teme		
5	Standardizare	G2: staff suport Implementare					Verificare teme	
6	Imbunatatire continua	G2: staff suport Implementare						Verificare teme
7	Managementul echipamentelor	G2: staff suport Implementare						Verificare teme
8	Tehnici de rezolvare a problemelor	G2: staff suport Implementare						Verificare teme
9	Kanban	G2: staff suport Implementare						
10	Evaluare stadiu Implementare Lean	G1+G2						

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## Results of the Lean Management System Implementation Program

**After 6 months of implementation in the pilot area, the following were achieved:**

- Establishing performance indicators, monitoring and reporting methods
- Reorganizing the work area, achieving a 30% reduction in the area required for the same production volume
- Reducing semi-finished goods stocks
- Balancing the load of workstations and consequently increasing efficiency
- Identifying critical positions and training staff to allow the preparation of reserves
- Reducing the defect rate by over 60%
- Through the problem-solving methodology and Kaizen workshops, the defect rate for impurities and for scratches was reduced by 7 and 10 times, respectively



## Sustainability and future plans

- Before the end of the 6 months, OMNIA PLAST Management developed a plan to implement the Management System throughout the organization
- It continued with the Sewing and Plastic Injection areas
- EFFECTIVE FLUX consultants participated in auditing the new measures implemented, indicating opportunities for improvement
- Workshops were then held in which the OMNIA PLAST team, with the support of EFFECTIVE FLUX, reduced setup times (applying SMED) and optimized the production flow (using the Value Stream Map).