

# Customized Lean Case Studies

Author	
Abstract	
Keywords	Lean, SME, Change Management, 5S
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Company name	
Company address	
Company country	Germany
Line of business	Fabricated Metal Products, Except Machinery And Transportation Equipment
(Approx.) yearly turnover	5.000.000€ - 25.000.000€
Number of employees	50 - 100
Percentage temporary workers	0% - 5%
Principal range of products	Product types plus customer-specific variants
Major product quantities	Small batch production
Principal type of production organisation	Group manufacture
Who was the trigger / customer of the project?	Managing Director
Project Type	Introduction of lean production and especially workplace organization
Lean is already fully established	Not true at all
What was or is the main trigger to implement Lean?	Reduction in lead time
Case Study	<script type="text/javascript" src="https://pastebin.com/raw/aYdnU5RH"></script>
Top 1 waste	Inventory
Top 2 waste	Motion
Top 3 waste	Waiting
Starting Situation	<ul style="list-style-type: none"> <li>• Traditional structures</li> <li>• Very disorganized workspace</li> <li>• Too big material buffer stocks</li> <li>• No experience with Lean Management</li> <li>• High motivation (at all levels) to change something</li> <li>• </li> </ul>
Evaluation	<ul style="list-style-type: none"> <li>• Very long transition periods between the planning phase and the implementation phase because of orders / delivery times. The total duration of the project was 4 instead of the planned 3 months.</li> <li>• A Result after a six month long roll out was a 43% reduction in lead time in the modernised department</li> <li>• The investment were amortised within six months</li> <li>• After the lighthouse, the company was able to modernise additional departments on its own. In total, the lead time decreased by approx. 40%. With the roll-out to additional departments, the company's financial profits were improved by about 20%.</li> </ul>