



## Case Study: W3OS Install

Thinking win, Win, WIN

### Overview.

This clients Executive VP sought out our firm to help them with an aggressive growth goal. Market demand was increasing rapidly and business was being lost. To keep up with demand, they needed to increase their capacity by 500% in four years while maintaining the quality that remained a clear differentiator in their marketplace. This capacity initiative would also parallel a 400-million-dollar face lift to the plant. Before it was acquired by another leading mining equipment organization, this clients was a 2-billion-dollar privately held organization and had well over 1,000 employees on a single 80-acre campus.

**Industry:** Mining

**Products:** Mining Equipment

**Number of Employees:** 1,000

**Scope of Work:** W3OS (Daily Management, Policy Deployment, Continuous Improvement), leadership development.

### What Was Their Challenge; Why Did They Engage W3 Group?

The leadership had clearly defined for W3 Group the forecasted capacity it would need to fulfill demand in the future. Therefore, our team and theirs developed a strategy that would enable their operations to produce 50 complete machines per year by the end of year 5.



### Set in Their Ways

After having been around for over 130 years, this clients culture was well seasoned with time. The entire facility lacked work cells, and they had an organic way of achieving order fulfillment. There was no clear daily management methods deployed, no known lean tools implemented, zero managerial routines, a strong union presence, no standard for material flow, and complete strategic disconnect. They were averaging 6-9 machines/year before its executives contacted our firm to assist them with a needed overhaul of the organization; from shop floor to c-level strategy.

### Engagement Framework

**Year 1** – Installed 5S and Visual Factory

**Year 2** – Established standard routines based on material flow. Completed 16 Machines (2 short of the goal).

**Year 3** – Expanded the team leaders throughout the entire organization; responsibilities and routines had begun to formulate. A parallel path was taken with the supervisors. 26 Machines were completed (2 over their challenge)

**Year 4** – Began to develop work cells. They started to manage day-to-day vs. machine-to-machine. Takt time by this point was 1 Machine every 10 days, and they were managing accordingly.

**Year 5** – This was the final year for the management team and W3 to push to meet the 50 machine goal that had been set 4 years' prior by management. By the end of the engagement, they had achieved one-piece-flow throughout their work cells and completed their 50<sup>th</sup> unit.