

CASE STUDY

How a Manufacturing Plant Moved from “LEAN as a Set of Tools” to LEAN as a Culture



1. Company background:

- European manufacturing plant (300+ employees)
- LEAN already introduced – internal Lean specialist, basic tools in place
- Pressure to improve collaboration between shifts

2. Initial challenges:

- LEAN dependent on one specialist
- Weak communication between shifts and departments
- Team leaders not systematically supported in their change-leader role
- Reactive problem-solving on the shopfloor

3. Implemented solutions:

- 3-day LEAN development program for team leaders & support functions (2 days + 3rd day after a 3-week gap)
- Gemba walks & waste identification in real operations
- Cross-functional teams across departments
- Daily simulations of real operational scenarios
- Direct presentation of improvement proposals to management

4. Results achieved:

- Improved information flow between shifts
- Higher employee engagement in continuous improvement
- Tangible quick wins combined with systemic improvements
- Stronger role of team leaders in daily operations management
- LEAN adopted as a daily way of working

The project fundamentally changed how people think about processes



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