

STAUFEN.

NEW FRONTIERS IN QUALITY



LEAN CORNER

Saleri 
INDUSTRIE SALERI ITALO





Growth is built on investment. In order to be sustainable, growth must go through the recovery of efficiency: Lean principles are the foundation that this outcome is built on

Matteo Cosmi, Managing Director Industrie Saleri Italo



New frontiers in quality

In the highly competitive automotive components market, Saleri decided to undertake a process of Lean Transformation in order to capitalize on investments and to enhance the professionalism of its employees. Thanks to the results achieved, it has consolidated its role as a supplier of the largest names in the motor industry.



THE COMPANY

Technology, innovation, precision. These are some of the characteristics of Saleri Italo SpA, a leader in the design, development and production of water pumps and cooling systems for the automotive sector.

Research and development activities, the flexibility of technical solutions and the continuous updating of quality standards are the stand-out element of the 'Saleri Method' and are the added value brought by each of our products.

The most prestigious companies in the motor industry, including BMW, AUDI, DAIMLER MERCEDES, FCA, FERRARI, GM and ASTON MARTIN, can testify to the quality of Saleri's products.

Innovative research, flexibility and quality: team work has been rewarded with group revenue in excess of 160 million euros and international recognition.

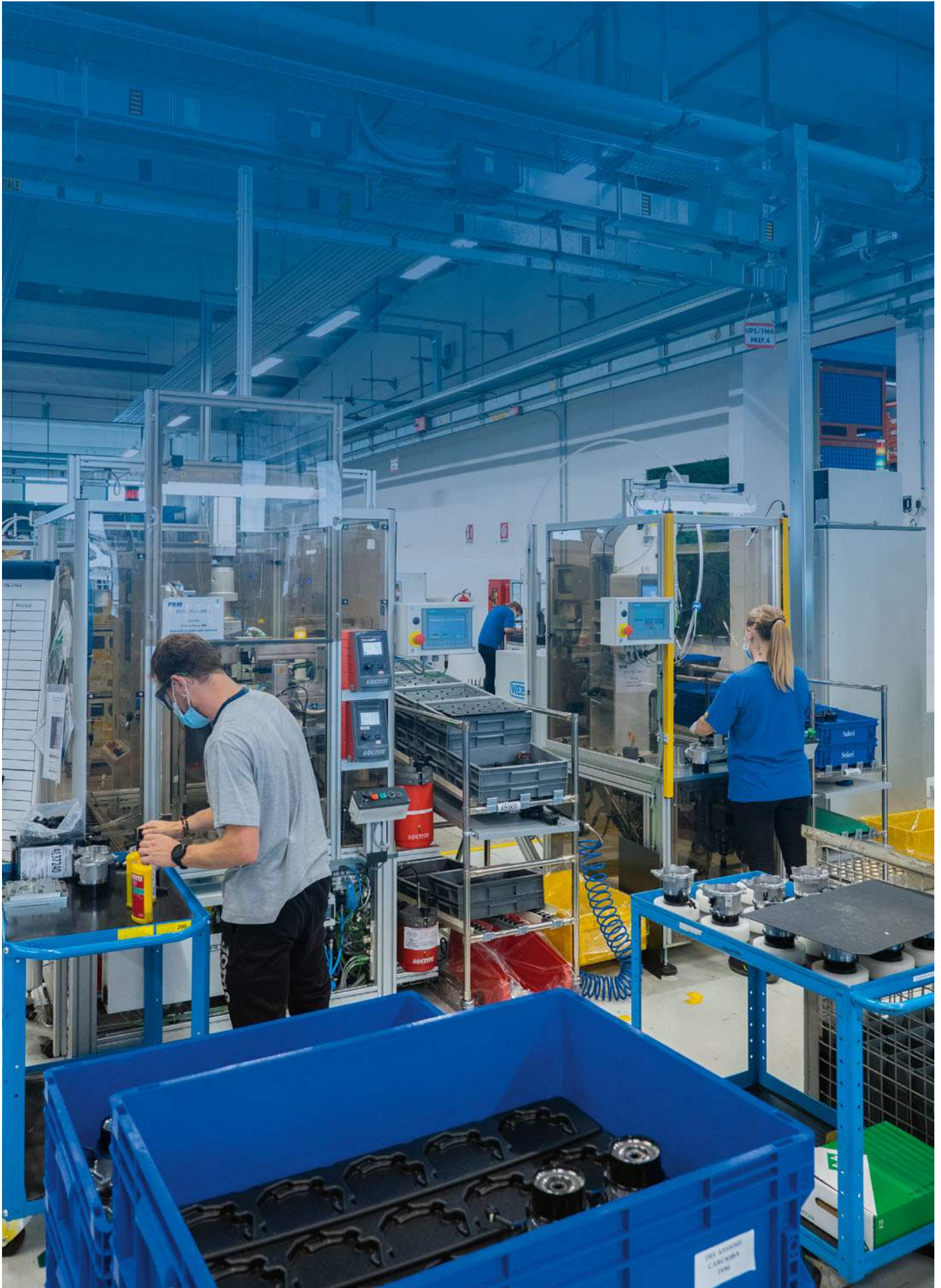
INITIAL SITUATION

Being able to respond to clients and the market by following its fluctuations, improving plant performance, developing employee skills: these were the objectives that prompted Saleri to undergo a Lean Transformation. In order simply to be the best at meeting the needs of our clients.

To pursue these objectives, the project was organized on three fronts:

- Redesigning the production flow through the Value Stream Design, with the intention of reducing processing times from the receipt of the raw materials and the other components, and the shipping of the finished product in order to increase reactivity to the market.
- Increasing the reliability and efficiency of machinery through the Total Productive Maintenance, an approach aimed at reducing the loss of facilities through autonomous maintenance, scheduled maintenance, and interventions focused on specific problems.
- Developing the skills of all personnel and the leadership with Shop Floor Management®.









Staff engagement makes the difference

RESULTS

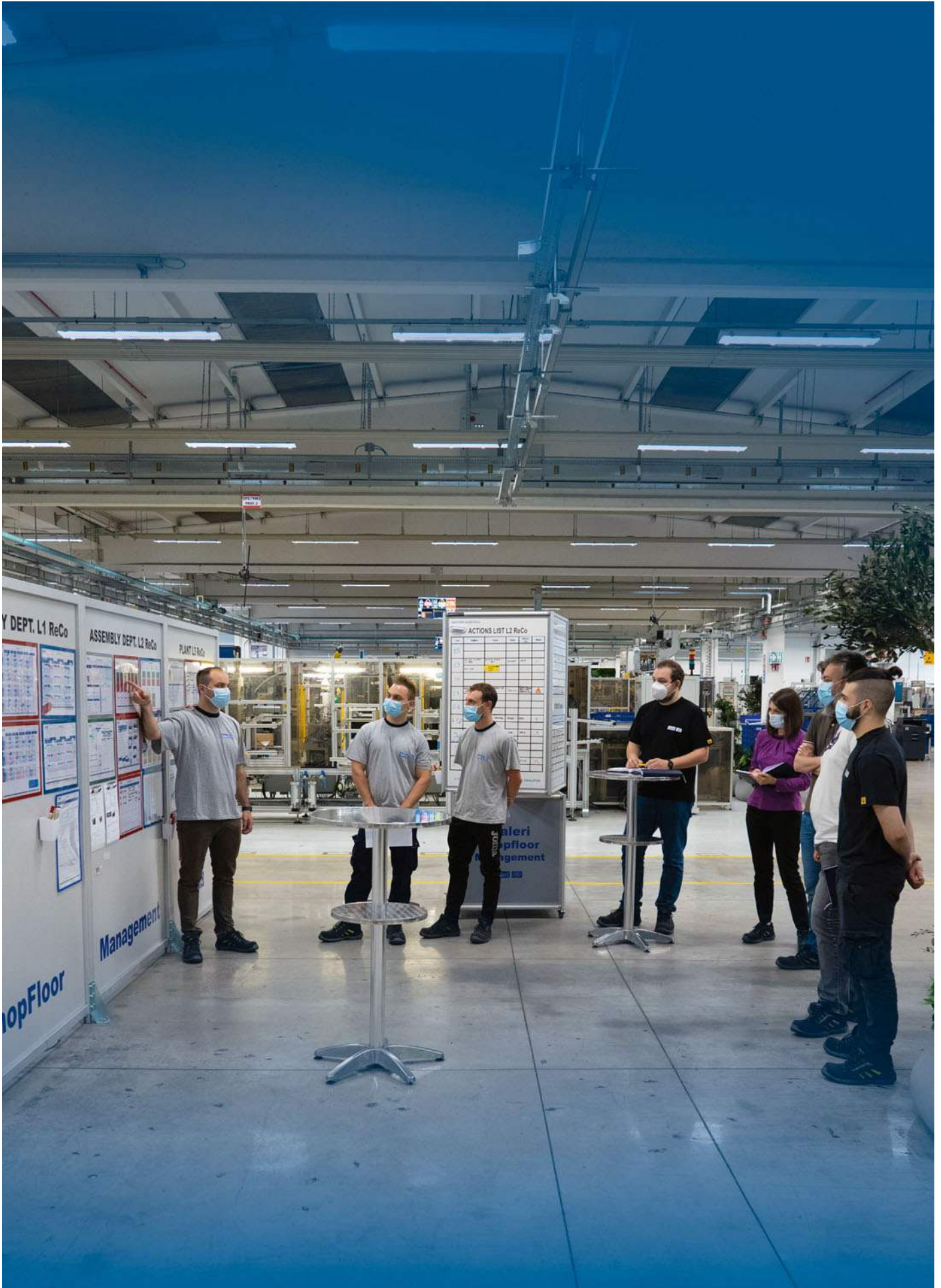
A general improvement in performance has been achieved.

In a year and a half, OEE grew by 20%; the warehouse decreased 25%, equal with revenue, with a pronounced benefit on cash flow, while improving OTD (On Time Delivery); also quality (a strategic factor) has increased, as shown by the 60% reduction in customer complaints.

The organization of flows and the reduction of WIP has also allowed space to be freed up, avoiding any further expenditure.

Another very important result, albeit not recorded in the KPIs, is the optimization of communication flows with Shop Floor Management®.

The COO reports that if, before, he received about 200 emails a day with the related difficulty of identifying the real priorities, now, with SFM and structured escalation systems, he receives more clearly prioritized emails.



Value Stream Design and TPM to respond to market volatility



CENTRALIZED PROCESSING TIMES

The Value Stream Design project implemented with Staufen has enabled Saleri to respond more efficiently to the pronounced variations in client requests.

All of the roles in the Supply Chain have been involved in the project. A pull system was created to manage production, with the support of Kanban tags.

In parallel, TPM methodology is enabling OEE to be increased, that is to say the reliability of the machinery, stabilizing flows and ensuring that deliveries are not put at risk by sudden and unforeseen plant outages, and therefore the flow of production.

The next step will be to move attention onto office activities (the so-called Lean Office) and duplicate these standards in the various branch offices around the world to achieve a single system.

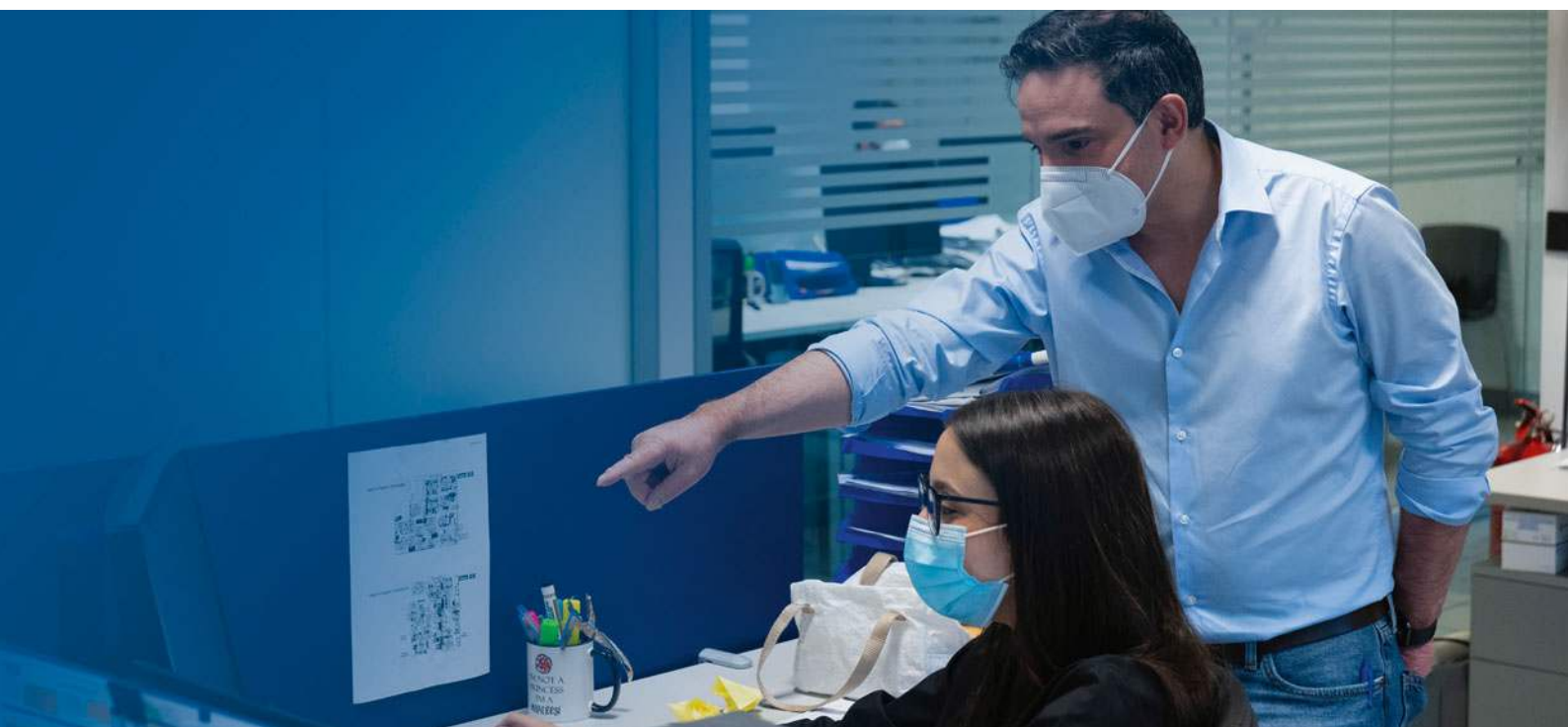
From the hierarchical approach to the development of leadership at every level

SHOP FLOOR MANAGEMENT®

The Shop Floor Management® method is making the management of everyday tasks, the identification of deviations, and problem resolution more efficient. Regular Communication is replacing impromptu meetings and emails; the Pyramid of communication establishes how the cross-functional and cross-hierarchical information flow; the Meeting Landscape ensures that there are no overlapping meetings; precise rules ensure that meetings are effective and efficient. The development of leadership is central at every level to enable problems to be resolved from the bottom, and targeted escalation.

Work has been grafted into a favorable environment: 'Employees are responsive and prepared for the change.

This is the fertile ground on which Staufen can contribute to its success', claims Giancarlo Oriani, Staufen Italia's CEO.





ABOUT STAUFEN

Inside every company there is an even better one.

With this conviction, Staufen AG has been advising and qualifying companies and employees since 1994. Around the world.

300
Employees

200
Projects p. a.

17
Languages

>65
BestPractice Partners
worldwide

>7.000
Seminar participants p. a.

PUBLISHER

STAUFEN.ITALIA
Consultants.Trainings.Investments
Via Tranquillo Cremona, 5
Milan
Italy
☎ +39 02 870 86 718
contatti@staufen.it
www.staufen.it

CONTACTS



Carlo Trivellato
Senior Expert
STAUFEN.ITALIA
☎ +39 02 870 86 718
☎ +39 347 29 470 87
c.trivellato@staufen.it
www.staufen.it



Chiara Veschi
Marketing and Academy Manager
STAUFEN.ITALIA
☎ +39 02 870 86 718
☎ +39 393 22 000 20
c.veschi@staufen.it
www.staufen.it

STAUFEN.

INSIDE EVERY COMPANY
THERE IS AN EVEN BETTER ONE.

