



Lean Training Implementation at Michelin, North America

In October 2006, Michelin, North America engaged Tefen USA to perform coaching and mentoring support for 6 manufacturing sites in North America as they implement and deploy Michelin's Managing Daily Performance (MDP) system. MDP is Michelin's version of the "Toyota Production System," a key tool in Michelin's Manufacturing Way (MMW).

The MMW Is a mode of dynamic and visual management aimed at guaranteeing daily performance in terms of Safety, Machine, Quality, Productivity and Costs (SMQDC) . In addition, it generates continuous improvement within these areas and periodically updates / improves the respective targets, and Is consistent with Michelin's Empowerment approach with the objective to develop the drive and capacity to assume responsibility within different work-teams

Challenge

Faced with challenges in getting manufacturing sites to fully implement MDP and not view it as "just another program", Michelin's global MMW Group leadership decided to employ consultants to coach and mentor Management Teams, Support Personnel, Front-line Leaders and Shop Floor associates to accelerate the adoption of the MDP system.

How Tefen Helped

The methodology for this program was developed and provided by Michelin. The deployment plan across the North American manufacturing facilities was achieved through a two-phase process:

Phase I - Training:

The Training phase consisted of an initial training period where the Tefen team was trained in Michelin MDP, Michelin Manufacturing Way, and Michelin's Empowerment Approach to provide the coaches a deep understanding of Michelin's processes, culture, and business practices to ensure project success.

Phase II - Intervention:

Throughout the Intervention Phase, Tefen provided on-site coaching and mentoring support for the assigned Michelin NA manufacturing facilities. Each site received one full week of initial coaching. This week was considered the "pilot" week for implementation. Subsequent visits at one full week per month/ per site were provided.

During these visits Tefen:

- Coached the site to know, accept, and apply the key principles of the Michelin Manufacturing Way and Michelin MDP standard, adopt the MDP approach and use it as an integral part of the programs Empowerment approach
- Coached Front Line Leaders and in-house specialists or instructors to enhance and upgrade their capabilities and effectiveness
- Facilitated a fully accepted acceleration of MDP within each site

Performance Excellence Delivered

After the engagement, several sustainable operational improvements were achieved:

Machine Downtime

After the implementation, there was a 40% reduction in Rubber Preparation , 38% Reduction in Tire Curing, and 20% Reduction in Tire classification.

Cost of Scrap

A 14% reduction in rubber preparation and 35% reduction in tire building was achieved.

First Pass Yield & Output

A 20% increase in the first pass yield was achieved, along with a 10% increase in total output.

About Tefen

Tefen is an international management consulting firm, committed to improving overall operational effectiveness for Fortune 500 companies around the world. The firm's main areas of focus include operations excellence, manufacturing, quality, customer service, research and development and supply chain management. With its "hands-on" approach philosophy, the company has achieved tremendous success in delivering quantifiable and value-driven results for its clients in a variety of industries, including healthcare, life sciences, general manufacturing, high-tech and financial services. All of Tefen's support programs are ISO 9001 certified. Tefen currently employs over 300 professionals worldwide.

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