

Case Study: Lean Product Catalog and Production for a Manufacturer of Architectural Glass Machines



1. Client Overview

- Leading manufacturer of insulation glass for buildings
- Project start in January 2018, initiated by the COO



2. Challenge

The profitability and the delivered quality are at a low level. Many customer complaints complete the negative picture. Despite many improvement initiatives started in 2017, the performance indicators have not improved.



3. Diagnostic Approach

SQC led the analysis of the Value Stream to identify the constraints and inefficiencies from order intake to commissioning at the customer.

The key issues in the process are the non-standard product catalogue, the long lead times for production & commissioning, no clear Roles & Responsibilities, a lack of continuous improvement culture



4. Solution Path

SQC led workshops to develop a Lean product catalogue based on historical orders and future requirements. For production, a concept of Lean work cells was created that the Black and Green Belt were implementing.

The organizational structure was adapted to the Value Stream incl. clear Roles & Responsibilities and increase continuous improvement skills.



5. Implementation

SQC ran workshops to 1) Define the new standard product catalogue, 2) Train Green and Black Belts in Lean Six Sigma, 3) Define & implement Lean work cells, 4) Adapt the organization to the Value Stream.

Progress was managed in daily and weekly huddles.



6. Results

After 18 months of project start the production lead time was reduced by 50%, customer complaints dropped by 50%, EBIT approved by 6 million per year.



7. Client Testimonial

“This transformation cut lead times and complaints in half, boosting our EBIT by €6 million—proof that Lean works.”

— *Chief Operating Officer, Architectural Glass Manufacturer*



8. Key Success Factors

Strong commitment from COO and other key stakeholders. The initial Value Stream Analysis was crucial in identifying the main levers for improvement. And then a meticulously executed implementation plan with skilled resources (Green + Black Belts) and daily huddles supported the success.

**Need help for a transformation?
Contact Us**

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