Case study

Design & Global Roll-Out Of Manufacturing Excellence Programme

SAINT-GOBAIN GLASS

Business Background & Context	**Saint Gobain Glass is a leading global manufacturer of float glass and coated glass products. In an increasingly competitive market they were faced with the urgent need to drive significant improvement in manufacturing and supply chain efficiencies & reduce costs. A key platform for delivering this was the implementation of a global manufacturing excellence programme.**
Problem & Goal	Saint Gobain Glass needed support to design and implement a programme to drive productivity improvement and share best practices between 37 float lines and 17 coating plants around the World. Lean Sigma was selected as the improvement method. The objectives of the global programme were to • Design and implement a programme to build a sustainable continuous improvement capability • Develop a framework for sharing best practices • Support launch and delivery of improvement projects in each plant to drive productivity and quality improvement and reduce costs
What was Done	• Design of Manufacturing Excellence Vision, Roadmap, and supporting implementation plan • Development of best practice assessment & auditing tools & methods • Training over 400 Master Black Belts, Black Belts, and Green Belts from 20 countries • Coaching & mentoring of global deployment team to guide successful roll-out to each plant • Project coaching support to ensure successful project & benefits delivery
Business Impact	Over a 3 year period • World Glass Manufacturing Excellence Programme successfully established in 30 Plants • > 150 Improvement projects completed • Benefits per annum exceeded 15million euros pa