

**Nella settimana 09 implementazione reale soluzioni Workshop 16 Lavorazione Tubetti nel reparto Meccanica e Workshop 7 Riduzione magazzino obsoleti**

**Agenda settimana 09**

Lunedì 26/02/07	Martedì 27/02/07	Mercoledì 28/02/07	Giovedì 01/03/07	Venerdì 02/03/07
<b>08:30 – 17:00</b> <b>Team 16</b> Elaborazione soluzioni ed implementazione reale  <b>09:00-10:00</b> <b>Training 5S</b> WS16  <b>Team 7</b> Implementazione soluzioni	<b>08:30 – 17:00</b> <b>Team 16</b> Elaborazione soluzioni ed implementazione reale  <b>Team 7</b> Implementazione soluzioni  <b>16:00-17:00</b> Incontro settimanale RSU TEAM CUORE  <b>17:30-19:00</b> Analisi flussi aziendali	<b>08:30 – 17:00</b> <b>Team 16</b> Elaborazione soluzioni ed implementazione reale  <b>Team 7</b> Implementazione soluzioni  <b>14:00 – 15:00</b> Analisi open points ed implementazione soluzioni <b>Team7</b> ( ufficio lean )	<b>08:30 – 17:00</b> <b>Team 16</b> Elaborazione soluzioni ed implementazione reale  <b>Team 7</b> Implementazione soluzioni  <b>17:00 – 17:15</b> Feedback Preparazione	<b>08:30 – 17:00</b> <b>Team 16</b> Elaborazione soluzioni ed implementazione reale  <b>Team 7</b> Implementazione soluzioni  <b>15:00 - 16:00</b> Incontro settimanale STEERING COMMITTEE  <b>16:30-17:00</b> Preparaz. agenda settimana 10
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# Salto Mentale

**■ ■ To ensure its competitiveness on the international market, the Italian company GLEM Gas S.p.A., a manufacturer of gas cookers, build-in hobs, and ovens, has switched its production process to the “just-in-time” principle, with the aid of Porsche Consulting. After the first cultural shock was overcome, the encounter with Kaizen, the Japanese philosophy of ongoing improvement, kindled a real fire among the employees.**

■ Reiner Schloz, ■ Markus Leser, GLEM Gas

The Juve-Tifosi soccer team hasn't had an easy time in Italy since its justified relegation to Series B. And in San Cesario sul Panaro in Modena province, one is well advised to show restraint when displaying one's love for the team in white and black. Recently, the old lady from Turin had a stroke of dumb luck: a 1:0 victory in Modena—an own goal just before the clock ran out.

Giuseppe Andreano doesn't want to talk about it. This is no time for unpleasant topics. Here in the office of the Kaizen manager, nothing is left to chance, that sometimes cruel companion. The walls are covered with precise descriptions of goals and assignments, strictly broken down by team, each personified by a group photo. The current state of affairs can be gleaned at any time from the colored pie charts. The visualization of the daily work and responsibilities is exemplary. At the GLEM Gas S.p.A. plant, the principles of lean production in connection with a continuous improvement process are taken seriously, and lived.

That's the way the boss, owner Gabriele Guerzoni, wants it. After all, the company in the idyllic rural area provides high-quality equipment to satisfy a basic need that represents the country of world champions even better internationally than does soccer: food. GLEM Gas manufactures build-in hobs, gas cookers and ovens, from bare utility products up to status-symbol models, and delivers them to half the world. GLEM Gas has significant market shares in Italy (12%) and all over Europe, having subsidiaries in France and Portugal. Also being present on international markets with a subsidiary in Australia and a constant growth in Far East and the Americas. The Modena plant ships out 280,000 free standing cookers a year; in addition, there are some 70,000 packed cooking units for the Middle East. Guerzoni says, “We will never be able to keep pace with the low-wage countries. If you want to maintain your position in foreign markets, you have to clean up at home first.” ▶





“Just in time” principles in cooker assembly: The work is taking place on the left while the parts ordered from the supermarket can be seen on the right

Porsche Consulting Italia’s Attorney Federico Magno, head of division Nils Hof, and their team around Marcello D’Andola have done just that in an initial thirteen-week project. The restructuring of two assembly lines and the setup-time reduction at the sheet metal forming press were initiated and completed, and the introduction of a Kaizen organisation, including the definition of vision and layout, was undertaken.

Giuseppe Andreano witnesses some of the results of this operation every time he watches production in his plant from his office window. Inventory on the line has been

abolished; instead, a supermarket based on “just-in-time” principles has been set up, and the parts to be processed are commissioned. One employee per line makes sure re-supply from the central warehouse is delivered on time. The employees had been prepared for this drastic change at a pilot workshop in the Porsche Academy in Bietigheim. “At the beginning, there was some confusion,” Marco Guerzoni recalls. “The employees thought we wanted to take their working materials away from them.”

Thus, the experience in San Cesario sul Panaro, as elsewhere, was that major changes can initially lead to

misunderstandings and distrust. The labor unions sensed ill intent, and the employees became insecure. The change in mentality was definitely the main topic at the beginning of the restructuring process, production director Andrea Gullino says. “This complete rearrangement of the mode of operation in production to the pull principle, the path with continuous improvements—the employees first of all had to get all that into their heads.” The fact that the salto mentale succeeded was in part due to the “social competence” of the consultants, Andreano explains. “They know how you have to talk and deal with people. And once we’d started working in the new way, everybody noticed that it ran better.” When Kaizen is the issue, executives and labor unions usually sit at one table. They look at the future together and the results achieved so far are convincing.

Output of the lines has increased by 13 percent, with noticeably improved quality at the same time: the reject rate has dropped by up to 70 percent. And the space reduction of 40 percent even makes break areas possible where inventory used to be stacked. At some places, Kaizen boss Andreano explains, things are still a little

tight: “If you walk through the plant, you can immediately see where we’ve already switched over and where we haven’t yet.”

The continuous improvement process is being carried out with the support of Porsche Consulting, but essentially it is being done under the company’s own direction. The Kaizen coaches have been back in their own rows ever since the training of the consultant crew was completed. “And that’s good,” Nils Hof comments. “The key to the success of a consultation project is the speed and permanence with which we can have the improvement process run on its own. Targeted training is the key to that.” Kaizen coaches like Rino Leonelli have assimilated the new working world. He says, “Previously, improvements always used to depend on the abilities and the improvisational talent of the individual. Now, we can rely on the method itself. And it works.”

Boss Guerzoni, comparing the present with the past, refers to “two different ways of life” in his factory. “And we’re just at the beginning of the road,” he says. In production, mechanical processing will be the next to ▶



An oasis for workers’ breaks: GLEM Gas has made room for it



It’s all on the list: Discussing the situation with Andrea Gullino (l.)



Very special steel: The latest luxury cooker from GLEM Gas fulfills all the requirements to be a status symbol

undergo restructuring. The vision of GLEM Gas is to introduce Kaizen in all areas of the company. The advantages of permanent improvement in small steps of limited duration are greatly appreciated in San Cesario sul Panaro. “If employees have too much time to deal with a solution to a problem, it turns into an endless story,” says Guerzoni. At GLEM Gas, they prefer to look ahead. And in the future, too, the words “own goal” won’t be found in the work descriptions on the wall of Giuseppe Andreano’s office. ◀



Gabriele Guerzoni (r.) with son Marco: A complete changeover



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