Lean Six Sigma - Case History

Boosting company profits by cutting costs and improving quality

Workload distribution

Manufacturing Company

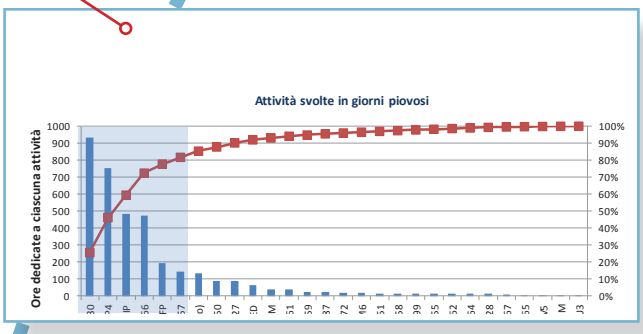
- **Process concerned**
  Non-productive activities carried out by operators/maintenance staff in adverse weather conditions
- **Project objectives**
  To boost process performance in terms of:
  - Efficiency: rationalise the workloads of the maintenance teams during downtime due to poor weather
- **Characteristic values**
  1.800 Km of gas network serving a surface of approx. 600 Km^2.
  Labour: approx. 60 operators/maintenance workers

Benefits

Non-productive hours per years due to poor weather conditions cut by **-40%**

~100.000 €/YEARS

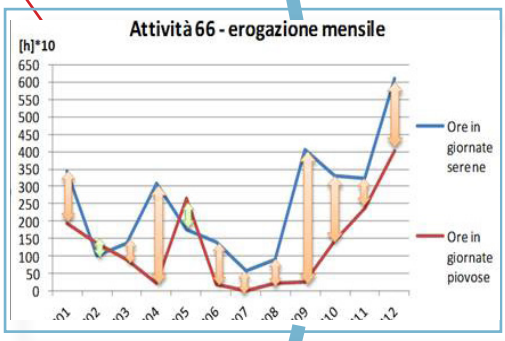
Most of the hours worked on rainy days is concentrated on a small number of activities, such as: non-productivity as a result of poor weather, some types of repairs, replacement of components and compulsory training.

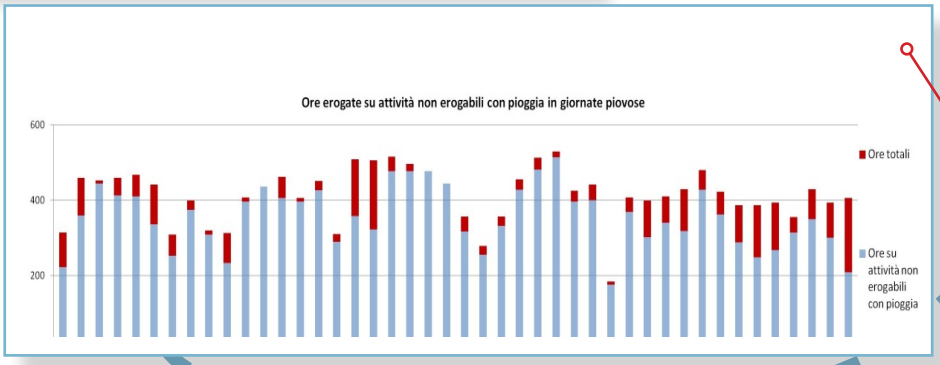


Among the productive activities, a number have been identified that can be used to "fall back on":

- those compatible with rain (particular consideration given to activities accounting for a significant proportion of annual hours)
- those without organisational/time constraints according to schedule.

The analysis also identified and quantified "residual pockets of productivity".





It also emerged that out of a total of 44 rainy days in a year, between 1.76 and 5.15 hours per day were spent on activities identified as "incompatible with rain"!