

OPERATIONS MANAGEMENT TEAM:

A SCIENTIFIC APPROACH TO PRACTICAL SOLUTIONS

Operational
Excellence





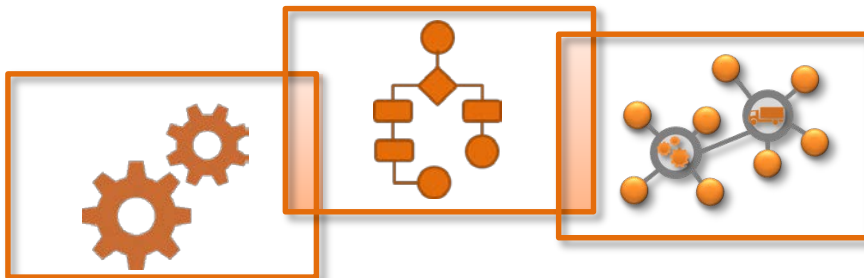
OPERATIONS MANAGEMENT TEAM



- OM Team is a spin-off of the Enterprise Engineering Department of “Tor Vergata” University of Rome, founded in 2010.
- It collects the wide expertise of the Operations Management research group, and inherits the experiences of collaboration with companies gained over the years.

Consulting areas

- Production and Operations
- Business Processes
- Supply Chain



Our profile



Vision

Lead companies to reach excellence through a continuous research for concrete and innovative solutions



Mission

Spread a scientific methodological approach to help companies achieving their goals



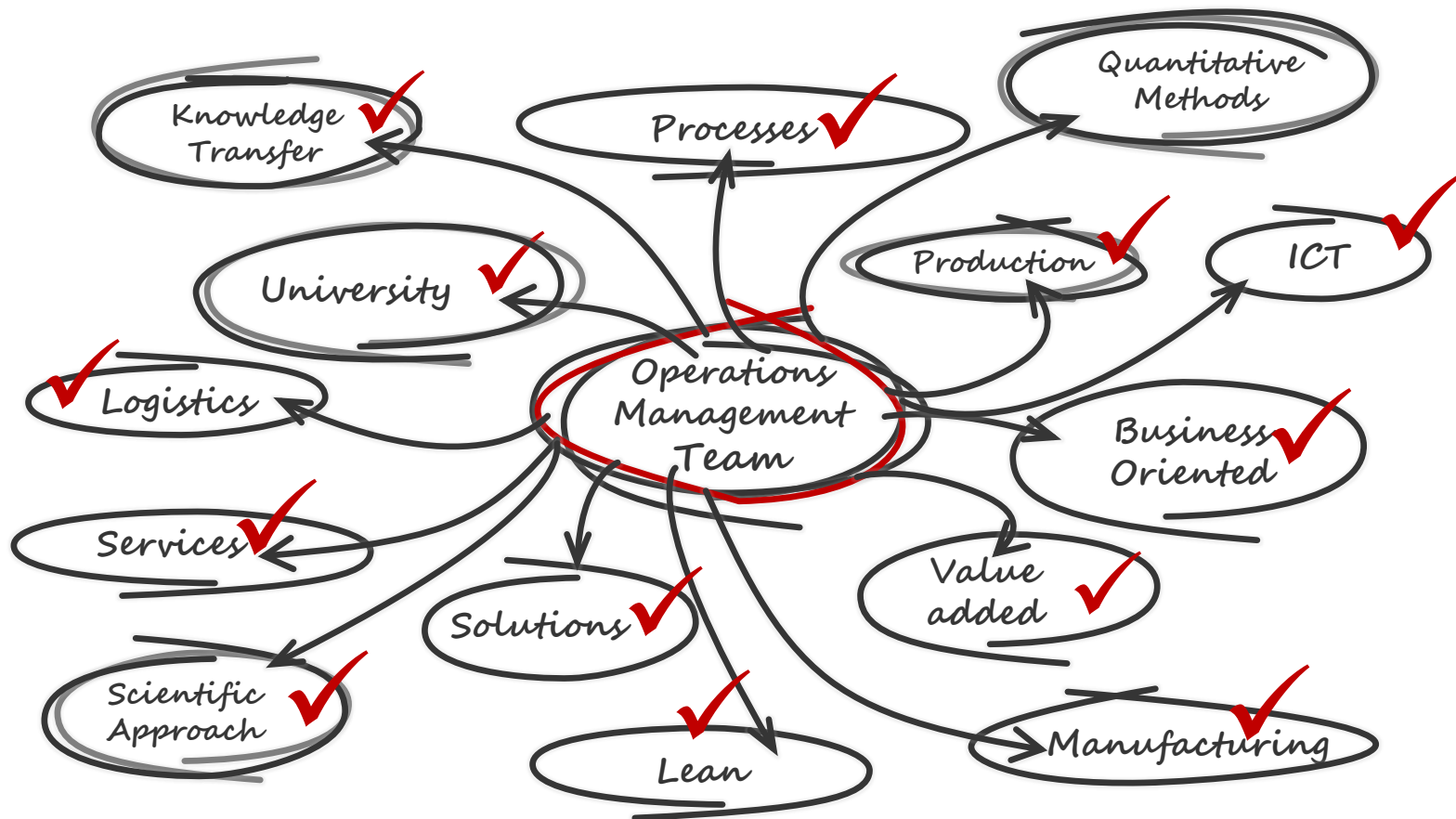
Goal

Create a network between companies and the academic world in order to exploit the synergies and develop innovative solutions



AN ORIGINAL APPROACH

The strength of our working methodology relies in the Team's **specialist skills** that concern the ability to apply methods, approaches and techniques from **Operations Management** to Industrial Engineering and Management.





OPERATIONAL EXCELLENCE: APPLICATIONS

Our Proposal

- Operational Excellence is an approach that allows company to continuously improve, avoiding all non value added activities
- OM Team department of Operational Excellence uses a set of typical operations management methods and tools for continuous improvement of the performance of production processes, but also ensuring both the efficient use of resources and, on the other hand, the effectiveness of these processes.
- As approach aimed at achieving excellence in general, it potentially targets all efficiency losses, whether related to product quality problems or inefficient use of resources.

Areas



**Production &
Maintenance**



**Logistics &
Supply Chain**

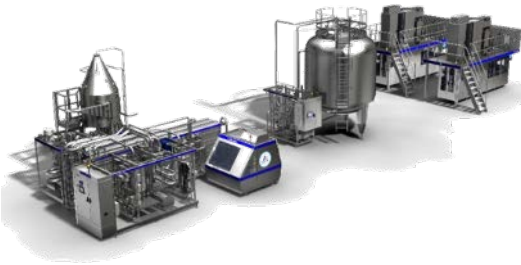


**Quality &
Processes**



PRODUCTION & MAINTENANCE

Improvement area

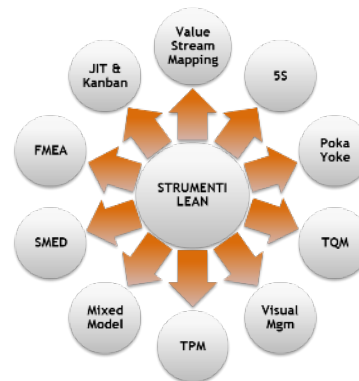
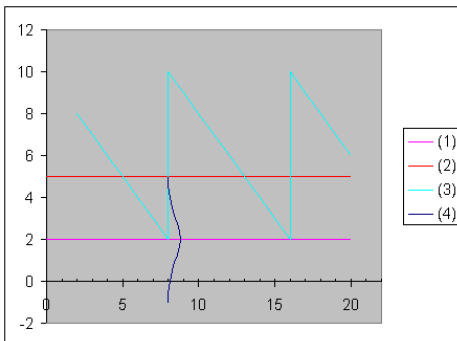


- Unavailability of the equipment due to long set-up and frequent failure
- High cost for maintenance
- High cost for waste
- Not optimized production plan
- Not optimized work place

Potential actions

Production planning optimization

Revision of demand planning criteria and Material Requirement Planning parameters.
Implementation of Just-In-Time/TOC/OPT criteria

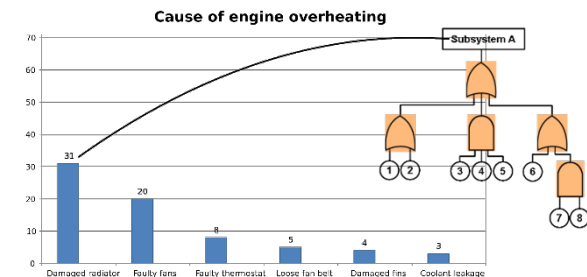


Optimization of production process, cells or lines, through kaizen approach, introduction of lean management approach

Lean Manufacturing

Maintenance Optimization

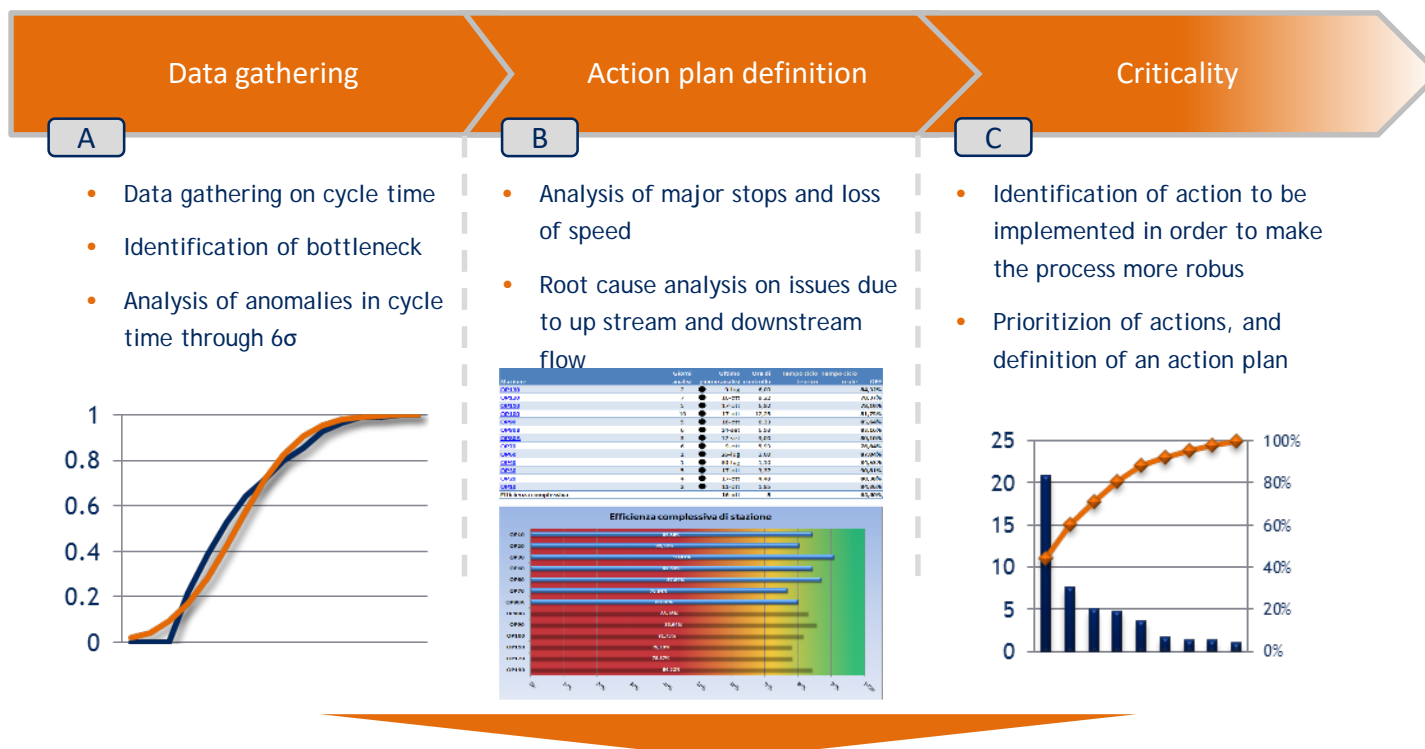
Review of maintenance policies, and spareparts management.
Definition of KPI scorecard for maintenance.





PRODUCTION AND MAINTENANCE: SUCCESS CASE

- Context: primary Italian player of home appliance industry
- Goal: Reduction of process variability and increase in OEE stability through Six Sigma approach



Results

- +20% production capability
- +28% efficiency on bottleneck
- -16% cycle time of some cells



LOGISTICS AND SUPPLY CHAIN

Improvement area

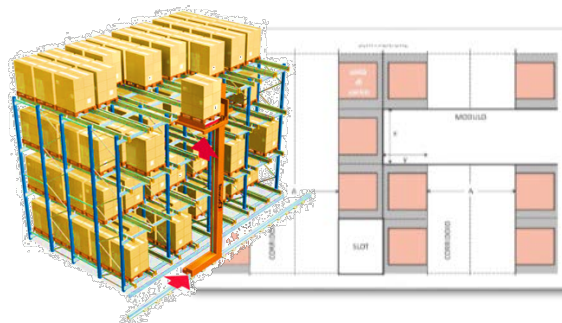


- High costs for product and material storage
- Low efficiency of material handling
- High level of working capital
- High obsolescence of stored materials
- High cost for distribution

Potential actions

Supply Chain Design & Management

Definition of number, localization and capability of distribution centre. Evaluation of centralization of distribution centres

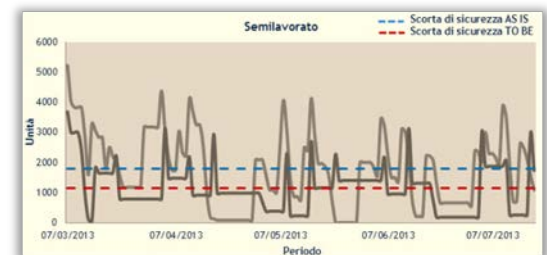


Definition of occupied areas, path for picking and stacking activities, means for material handling, analysis of the automation opportunity

Warehouse Optimization

Inventory Management

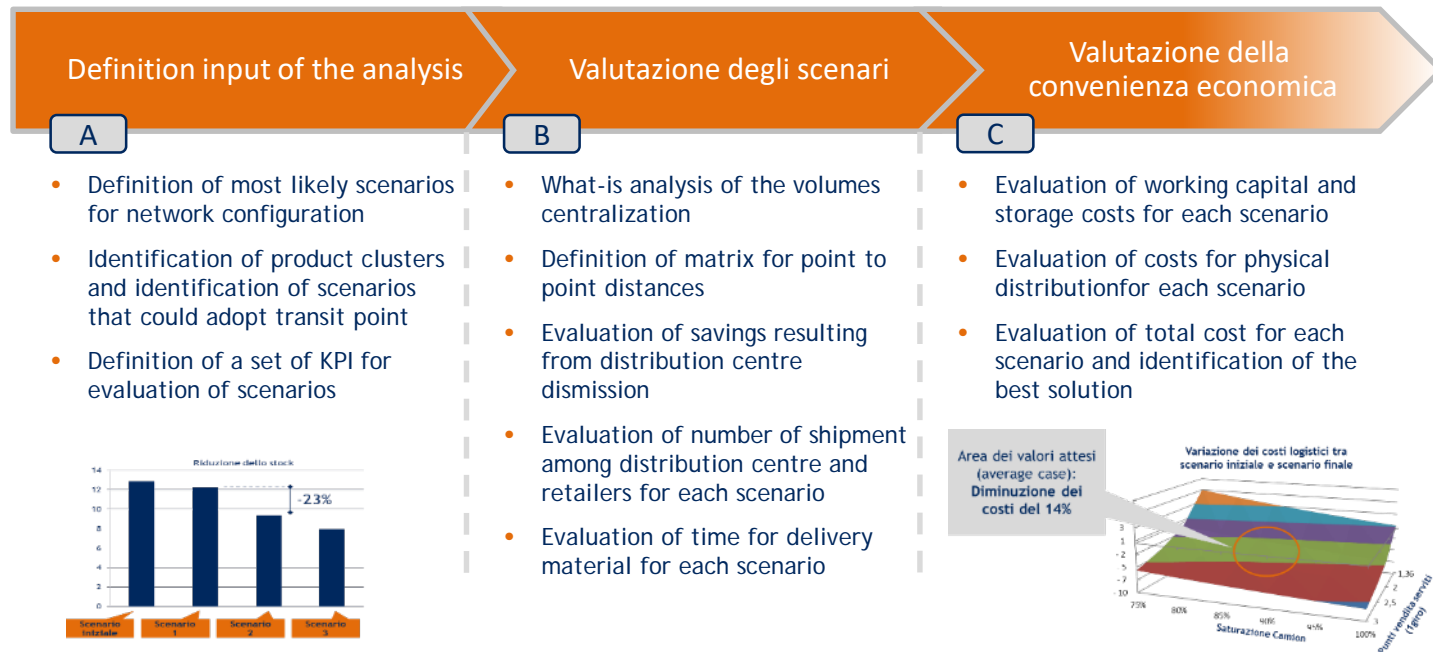
Reduction of working capital, increase of the service level through the definition of the right re-order level, safety stock, and distribution of stocks along the supply chain





LOGISTICS AND SUPPLY CHAIN: SUCCESS CASE

- **Context** : leading company in the large scale retail, with more than 400 retailers in Italy
- **Goal**: centralization of distribution centres in order and identification of temporary storage point to reduce distribution costs



Results

— -14% of distribution costs

— -23% inventory on hold



QUALITY AND PROCESSES

Improvement area

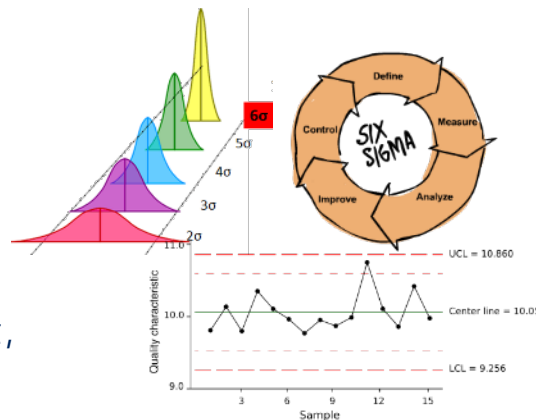
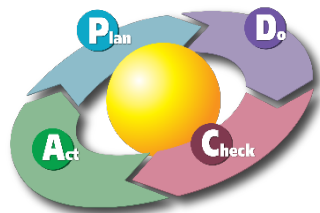


- High cost for process waste due to quality issues
- Unreliable process, high performance variability
- Lack of control on process performance
- Lack of control on supplier and incoming materials
- Inefficient document management system (long operating procedures, unreachable documents, etc.)

Potential actions

Total Quality Management

Process redesign on the basis of value added, identification of Critical-to-Quality activities/characteristics and related impact on process/product, definition of continuous improvement system (KPI scorecard, benchmarking etc)



Evaluation of process resilience, process variability reduction, avoidance of error causes

Six Sigma & Statistical Process Control

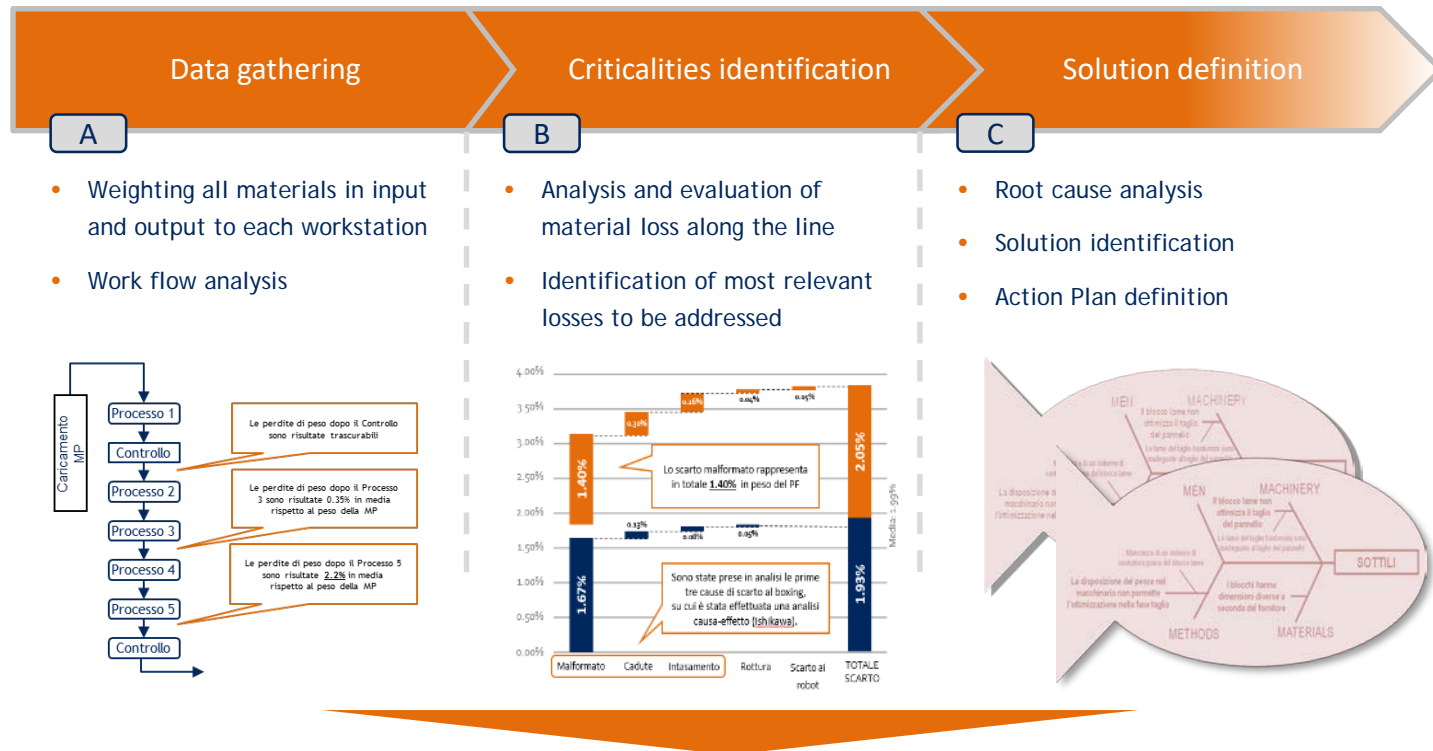
Quality Management System

Definition of Quality Management System, compliant to ISO9000 standards: system for selection and qualification of suppliers, system for control and monitor process performance, document management system, etc.



QUALITY AND PROCESS: SUCCESS CASE

- Context: international company, operating in the frozen food industry
- Goal: Improve efficiency of the finger food line, reducing process waste



Results

- 48% process waste along the production line
- + 1.15% saving of starting material on finished product



OUR CUSTOMERS

OM Team provides services to several companies in different sectors:



REFERENCES



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