

# OEE improvements help metals manufacturer drive market share growth



The client, a world leader in the production of titanium for the aerospace, military, and oil and gas industries, was experiencing a period of rapid business growth.

This client was in a sold-out market condition and able to sell everything that they could produce. Implementation Engineers was asked to support the client in meeting their 2018 stretch goal of 1.4M lbs./wk. production through a critical process, the primary melt shop.

The scope was to include: ● Raw materials processing ● Primary melting operations

Using cross functional teams, projects were executed in areas identified as constraints on capacity in order to increase throughput in primary melt. Other projects focused on reducing material costs through substitutions were also implemented.

- APPROACH**
1. During the engagement, Implementation Engineers completed value stream and process maps, focus interviews, and floor observations which helped to identify key improvement opportunities in availability, efficiency, and process management.
  2. Initial opportunities were quickly identified in three areas:
    - Increase equipment availability to increase overall uptime
    - Increase efficiency while the work is being done in order to increase throughput
    - Implement better process management practices to execute and sustain the future-state process
  3. A detailed project roadmap was co-developed with the client, which identified Kaizen and DMAIC (Six Sigma methodology of Define, Measure, Analyze, Improve and Control) projects with timing to address the gaps in availability, efficiency, and process management.
  4. Cross-functional teams of client and Implementation Engineers personnel were formed to manage the overall project, execute the individual events, and sustain the gains.

**25%**

Production increase through the critical Primary Melt process area

**1.4M**

Gross Margin impact in the Primary Melt area

*In partnering with Implementation Engineers, our client was able to increase production and sales, and gain share in a competitive market space.*

