

Operational Excellence

OEE and the culture behind the number.

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Author	Gherzi Germany · AS · ES · YSG
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Production note. Read aloud only the spoken text. Section headings and this note are for orientation and must not be spoken. Numbers and symbols are written out in words so the voice speaks them naturally.

1 — Opening

Welcome. In the next few minutes, we are going to talk about something that shapes every shift at the AMANN Group — operational excellence. And let us be clear from the start: operational excellence is not a poster on the wall, and it is not a slogan. It is the set of small habits we repeat every single day, on every machine, in every team. Today we will look at how we measure how well we run — a number called OEE — and then at the culture that actually moves that number. By the end, you will know what OEE means, why it matters, and exactly what you can do differently on your next shift.

2 — What is OEE?

Let us start with the number. OEE stands for Overall Equipment Effectiveness. In plain words, it tells us how well our machines are running. The formula is simple: OEE equals Availability, times Performance, times Quality. We will unpack those three words in a moment. But first, why do we care? Because a healthy OEE means four things we all want: more good product, less waste, customer orders delivered on time, and — maybe the most useful of all — a clear picture of where we lose time. OEE does not blame anyone. It simply shows us where the opportunities are.

3 — The three parts

So, the three parts. Availability asks: is the machine running when it is supposed to be running? Performance asks: is it running at the right speed? And Quality asks: are we making good product the first time, without scrap or rework?

Let us make that real. Imagine a planned shift of eight hours. Now, one hour is lost to a breakdown and a couple of setups — that is Availability going down. During the rest of the shift, the machine runs slower than it should — that is Performance slipping. And a portion of what we produce comes out as scrap and has to be reworked — that is Quality taking a hit. Each of those losses chips away at the number. And when you multiply them together, the OEE percentage drops. That is the key idea: small losses in three different places add up to one big loss overall.

4 — The Big Six Losses and what good looks like

Where do those losses come from? Across industry, they fall into six familiar buckets — often called the Big Six Losses. They are: breakdowns, changeovers, small stops, running slow, scrap, and start-up rejects. If you can picture those six on your own line, you already know where most of your lost time is hiding.

And how do we know what good looks like? As a rough guide: world-class performance sits above eighty-five percent. A typical operation runs somewhere between sixty and seventy percent. And anything below that is not a failure — it is simply a clear chance to improve.

5 — The culture that moves the number

Now here is the part that matters most. A number on a board never improved anything by itself. The OEE number only moves through what people do, every day. That is where the AMANN Group's culture of operational excellence comes in.

It starts with leaders being present where the work actually happens — we call that the gemba, the real place. Leaders who listen, remove obstacles, and make the goals visible.

It depends on everyone owning their outcomes — Safety, Quality, Delivery and Cost — for their shift.

When we change something, we do it in a disciplined way, using a simple cycle: Plan, Do, Check, Act. We plan a small change, we try it, we check whether it worked, and we keep it only if it did.

We rely on standard work — the best known way to do a job, written down and visible — and on the five-S routine that keeps the workplace clean, ordered, and safe.

And we build quality in, rather than inspecting it in at the end — from the first filament all the way to final packaging.

In daily practice, this looks very ordinary, and that is exactly the point. A short, ten-minute team huddle at the visual board, every day, covering Safety, Quality, Delivery, Cost and Ideas. When a problem shows up, we treat it as an opportunity, we go to the root cause, and we protect the improved standard so the problem does not come back. And every decision is judged by what matters to the customer — delivering on time, and in full.

6 — Your role on the next shift

So what does this mean for you, personally, on your next shift? Four things. Report downtime accurately — honest data is what lets us fix the real problem. Flag the small stops and problems, even the ones that feel too minor to mention. Record scrap and rework as it happens. And share your improvement ideas — because you see things at your station that no report ever will.

If you want somewhere to start, try this tomorrow. First, run a tight huddle: review yesterday's numbers, and name one risk, one improvement, and one thing you need help with. Second, spot one piece of waste during the shift — a delay, a bit of rework, an unnecessary movement — and log it. And third, run one small Plan, Do, Check, Act: pick a single issue, test a small countermeasure, check the result, and if it works, make it the new standard. Small, but real.

7 — Close

Let us bring it together. OEE equals Availability, times Performance, times Quality. It shows us, honestly, where we lose time. Recording is the first step of improving — because we can only fix what we can see. And the number only moves when we move it, together.

At the AMANN Group, operational excellence is driven by standards and powered by people. Every percent counts. Everyone, every day. Thank you.

End of script. ≈ 9–11 minutes. © Gherzi Germany · AMANN Group Learning Hub · LS2 · OPEX – THE AUK WAY.