

AMANN LEARNING SUITE · www.amann.education

LEARNING NUGGET LN-003

Operational Excellence

OPEX – THE AUK WAY

Driving real-time operational excellence — how a shared culture, a clear metric and small daily habits turn into reliable shop-floor performance.

What you will take away

A practical, shared understanding of how operational excellence drives shop-floor performance — every shift, every team.

01

Read the model

Recognise the operational-excellence model and what each behaviour means in daily work.

02

Translate it to the floor

Turn the model into concrete actions at the machine, the board and the handover.

03

Use simple routines

Apply huddles, PDCA and 5S to improve flow, quality and safety — starting now.

The operational-excellence model

Around one commitment — continuously improving performance and collaboration — nine behaviours define how we deliver.

Leadership Engagement

Leaders at the gemba: listen, clear obstacles, make goals visible.

Employee Accountability

Everyone owns Safety, Quality, Delivery and Cost for the shift.

Management of Change

Disciplined, transparent change with the people affected.

Process Excellence & Safety

Standard work, 5S and visual management for stable, safe flow.

Strategic Direction & Focus

A shared North Star that guides daily priorities.

Commitment to Quality

Quality built in — from first filament to final packaging.

Product / Service Innovation

Frequent small improvements that compound into big results.

Customer Performance

Judged by customer value: on time, in full, quality, speed.

Business Growth & Partnerships

Growth through trust — teams, suppliers and customers.

What is OEE?

OEE measures how well our machines are actually running — and shows exactly where time is lost.

$$\text{OEE} = \text{Availability} \times \text{Performance} \times \text{Quality}$$

Overall Equipment Effectiveness — one number built from three drivers. Because they multiply, a small loss in any one of them pulls the whole result down.

Why it matters

A healthy OEE is not an abstract score — it shows up directly in output, cost and delivery.

1

More good product

Capacity that already exists is turned into sellable output — without new machines.

2

Less waste

Fewer breakdowns, less scrap and less rework mean lower cost per good part.

3

Orders on time

Stable, predictable lines make it far easier to deliver in full, when promised.

4

Where we lose time

OEE points to the real losses, so improvement effort goes where it pays off.

The three parts of OEE

Each driver answers one simple question — and each is reduced by a specific kind of loss.

Availability

Is the machine running when it should be running?

Reduced by breakdowns, setups and changeovers.

Performance

Is it running at the right speed?

Reduced by small stops and running below rate.

Quality

Are we making good product the first time?

Reduced by scrap, rework and start-up rejects.

One eight-hour shift

Watch how ordinary, everyday losses combine — and why the final number falls faster than people expect.

Planned shift

8 hours of available production time.

1 hour lost

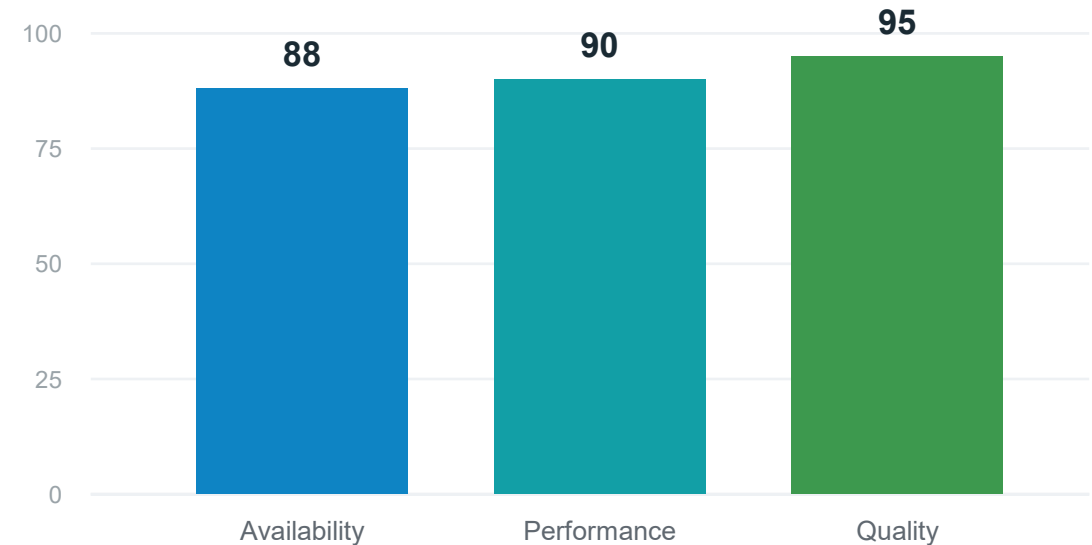
A breakdown and two setups stop the machine.

Runs below rate

For the rest of the shift it runs slower than normal.

Scrap & rework

A share of output is not right first time.



$$88\% \times 90\% \times 95\% = \approx 75\% \text{ OEE}$$

Illustrative figures. Three losses that each look small multiply, not add — so a quarter of the shift quietly disappears.

The Big Six Losses

Almost every lost minute traces back to one of six causes — and each one maps to a part of OEE.

Availability	Performance	Quality
1Breakdowns	3Small stops	5Scrap
2Changeovers	4Running slow	6Start-up rejects

What good looks like

A rough orientation — the exact number matters less than the trend and the conversation it starts.

85%+

World-class

Sustained world-class performance across the line.

60–70%

Typical

A common starting point for many operations.

<60%

Biggest opportunity

Not a failure — the clearest place to win time back.

From a number to a habit

A figure on a board improves nothing on its own. OEE moves through what teams do, every single day.

Daily control

A ten-minute team huddle at the visual board — Safety, Quality, Delivery, Cost and Ideas — keeps everyone aligned.

See it, solve it

Deviations are opportunities. We talk facts, go to the root cause, and protect the improved standard.

Work with respect

We listen, support across functions, and give clear, appreciative feedback.

Learn in flow

Every shift leaves the process a little better — visible, measurable and shared.

At your machine, every shift

Four simple habits that protect every part of OEE — at the winder, the twister, the dye-house or the packing line.

1

Log every stop — with a reason

Even a two-minute stop counts. Note what it was: breakdown, changeover, material or quality. Reasons are what turn into fixes.

2

Speed up the changeover

Get the next lot ready while the machine still runs — cones, settings and tools to hand. Then stop, swap, restart.

3

Check the first piece

After every changeover or new lot, check the first output. If it is not right, stop and fix it — never run a bad lot.

4

Run clean, catch it early

Clear lint and dust, watch tension and lubrication, and report a small fault before it grows into a breakdown.

The 10-minute huddle, step by step

A short, standing meeting at the board — same time, every shift. Keep it to ten minutes.

1	Safety first	Any incident, near-miss or hazard since yesterday?	2 min
2	Yesterday in numbers	Read the board: Safety, Quality, Delivery, Cost.	2 min
3	Today's plan & risks	Orders, changeovers — anything that could stop us?	3 min
4	One improvement	One idea or problem to fix — and who owns it.	2 min
5	Confirm & close	Actions and owners clear; everyone back to the line.	1 min

Tip: update the numbers on the board before you start — and finish on time, even if the discussion isn't.

5S at your workstation

A clean, ordered station is faster, safer and easier to run to standard. Five simple steps — do them, don't just read them.

Sort	Remove what you don't need: empty cones, old samples, broken tools. Unsure? Tag it and set it aside.
Set in order	A fixed, labelled place for everything — needles, oilers, scissors, cones. A missing tool should be obvious at a glance.
Shine	Clean lint, dust and oil from machine and floor. While you clean, look for leaks, wear and loose parts.
Standardize	A simple photo of the tidy station as the standard. The same layout on every shift and every line.
Sustain	A two-minute reset at the end of each shift. A five-minute 5S check once a week.

Your role — and how to start

EVERY DAY

- Report downtime accurately.
- Flag small stops and problems early.
- Record scrap and rework as it happens.
- Share your improvement ideas.

START SMALL THIS WEEK

- 1 Log every stop with a reason — for one full shift.
- 2 Bring one number and one problem to the huddle.
- 3 Do one five-minute 5S reset at your station.
- 4 Run one mini-PDCA: plan, do, check, act.

What success looks like

Simple, observable signals that the culture and the metric are working together.

Daily

Huddles every day, on time, under ten minutes — with clear actions and owners.

Weekly

At least one improvement (kaizen) logged per team, with PDCA trials visible.

5S

Audits trending up; fewer repeat defects; a cleaner, safer, more stable workplace.

OTIF

Improved on-time-in-full delivery and fewer unplanned stoppages.

Key terms at a glance

Gemba

The real place where the work happens — go and see.

5S

Sort, Set in order, Shine, Standardise, Sustain.

Visual Management

Make status and standards visible at a glance.

OTIF

On Time, In Full — a core customer-performance measure.

PDCA

Plan – Do – Check – Act: a disciplined improvement cycle.

Standard Work

The best known method — documented, visible, repeatable.

Kaizen

Small, continuous improvements by the people who do the work.

OEE

Overall Equipment Effectiveness = Availability × Performance × Quality.

IN CLOSING

Driven by standards. Powered by people.

Every percent counts. Your data helps us find and fix issues faster. Choose one behaviour to start today — and share the result at tomorrow's board.

AMANN Group · Operational Excellence · Together we drive performance up.