

*"The TMAC training had an immediate and positive impact on our operations. The projects led us to improved efficiencies which prepared us for growth. Employees are empowered from the bottom to the top to find ways to improve the organization."*

*Yvonne McConachie, Exec VP Operations & Engineering*

### OPERATIONAL EXCELLENCE INITIATIVES SIT WELL

**ABOUT.** With more than a century of design and manufacturing experience, RECARO Aircraft Seating Americas Inc. is a global supplier of premium aircraft seats for leading airlines around the world. Based in Schwäbisch Hall, Germany, the company employs more than 1,600 worldwide including 350 at their facility in Fort Worth at the Alliance Airport. They rank among the world's top three aircraft seat manufacturers.

**THE CHALLENGE.** RECARO's Executive Vice President of Operations knew that a Lean program could help RECARO efficiently grow to meet upcoming demand and created an Operations Excellence team. Some of the challenges experienced by RECARO included cluttered assembly lines, disorganized or missing parts, long search times, and wasted travel distance/time for assembly personnel. Having previous experience with NIST MEP's TMAC, the Operations Excellence team suggested partnering with TMAC to help take the company to the next level.

**MEP'S ROLE.** TMAC's began a Lean Six Sigma Black Belt certification, which required participants implement company projects that result in positive financial impacts. Three Operations Excellence Leaders (dubbed "The Lean Ladies") worked with teams on the two selected projects (line feeding and buyer furnished equipment). The reconfigured production area is now neat, uncluttered and operates with a pull system providing only parts needed per job. The Lean Ladies are often found on the plant floor working side by side with process owners. Now that the results have been quantified, the Lean Ladies are being pulled in to other departments to replicate successes found in production. Additional Lean initiatives that complemented the Black Belt projects were implemented along the way. The total return on investment for RECARO widely ranges from increased capacity for new work, lower turnover, overtime reduction, higher morale, and more productive employees who feel valued and empowered to implement improvements.



### RESULTS



15% production increase



38% increase in on-time delivery



86% improvement on time needed to retrieve parts

### NEXT STEPS



9390 Research Blvd., Ste. II-300  
Austin, TX 78759



(800)625-4876



ron.lehman@tmac.org



www.tmac.org

