LEAN LEAD - WIENERBERGER

Stabiliteit

Operational Excellence: Guy Sarlet

Blue Point Antwerpen
Datum: 01/10/2025

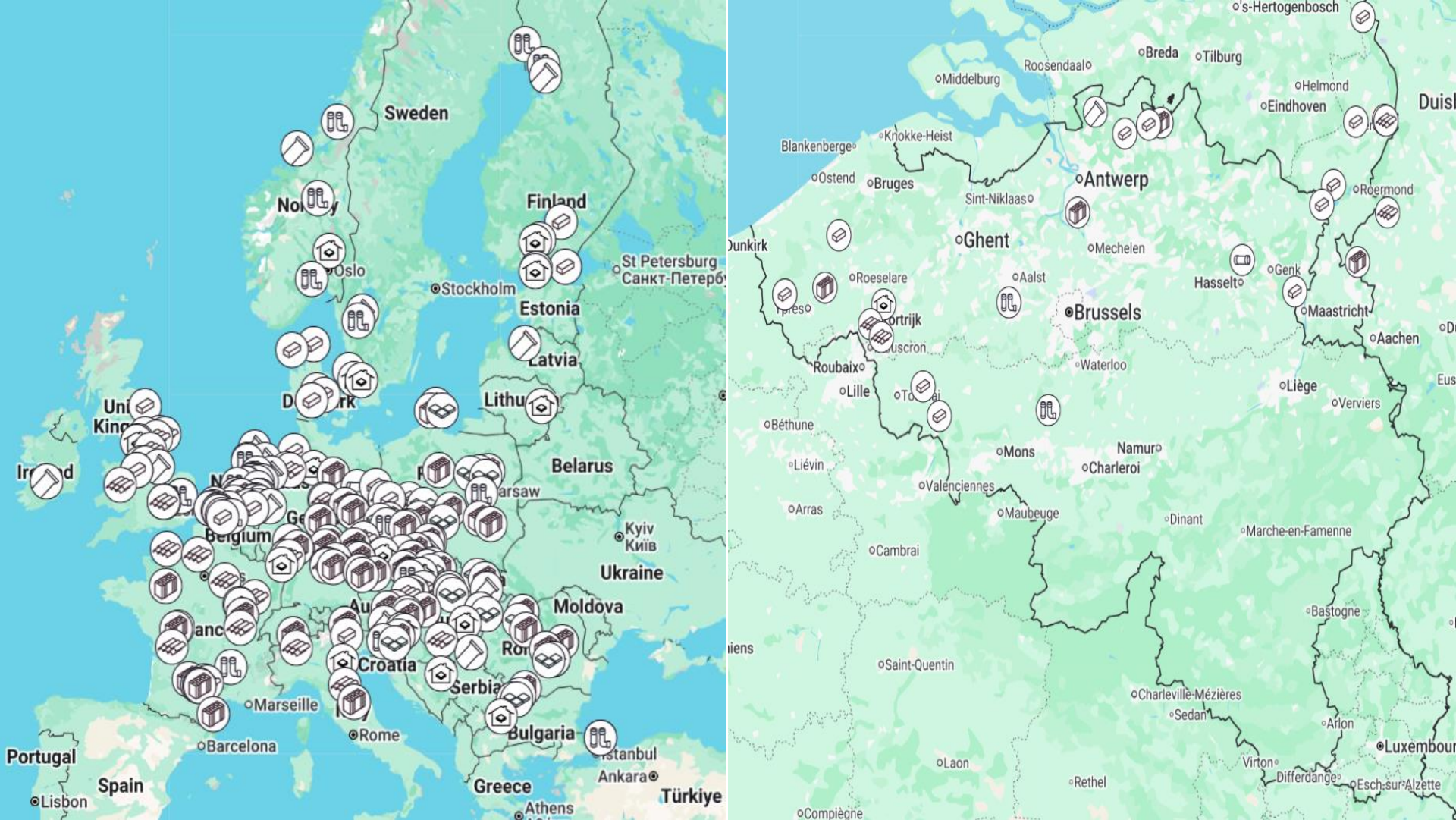
wienerberger

The Future of Building

Wienerberger AG

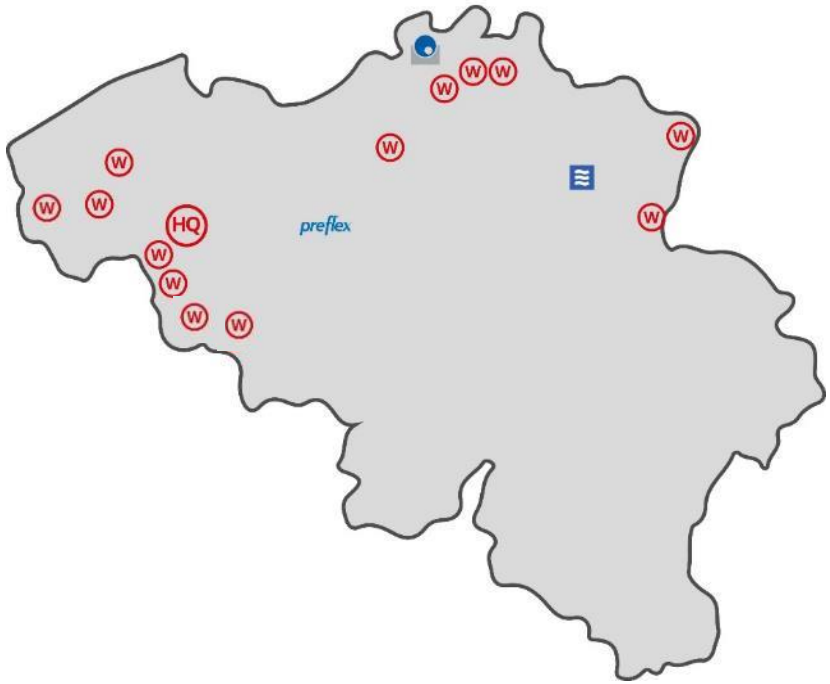
wienerberger is one of the leading providers of innovative, ecological solutions for the entire building envelope, in the fields of new build and renovation, as well as infrastructure in water and energy management.

Since 1819, we have improved people's lives with our more than 20,000 employees. Our products and solutions make energy-efficient, healthy, climate-friendly, and affordable living possible worldwide. We are #1 in brick production worldwide and in clay roof tile production in Europe, with over 200 production sites in 28 countries. Additionally, we are the leading providers of pipe systems and surface pavings in Europe.


Sweden
Finland
Oslo
Stockholm
St Petersburg
Estonia
Latvia
Belarus
Ukraine
Moldova
Belgium
Croatia
Serbia
Bulgaria
Marseille
Barcelona
Rome
Portugal
Spain
Lisbon
Greece
Athens
Türkiye
Ankara
Kyiv
Київ
Roosendaal
Breda
Tilburg
Middelburg
Helmond
Eindhoven
Blankenberge
Knokke-Heist
Ostend
Bruges
Antwerp
Sint-Niklaas
Ghent
Mechelen
Hasselt
Genk
Roermond
Roeselare
Aalst
Brussels
Maastricht
Aachen
Roubaix
Lille
Waterloo
Liège
Verviers
Béthune
Mons
Namur
Charleroi
Lièvin
Valenciennes
Arras
Maubeuge
Dinant
Marche-en-Famenne
Cambrai
Bastogne
Saint-Quentin
Charleville-Mézières
Sedan
Arlon
Laon
Virton
Differdange
Rethel
Compiègne

WBS, PREFLEX, PIPELIFE, STEINZEUG-KERAMO AND STRUXURA

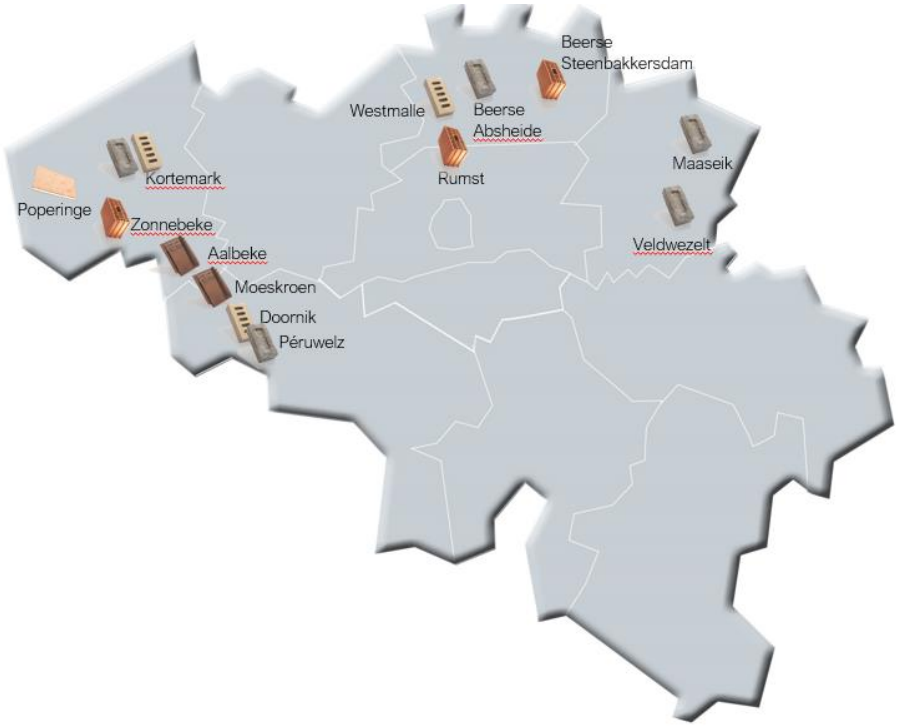
- **Naast wienerberger Building Solutions** (WBS), maken ook **Pipelife, Preflex, Steinzeug-Keramo** en **Struxura** deel uit van de wienerbergergroep.
  - 17 productiesites, waarvan 13 WBS & 4 WPS
- **wienerberger** produceert energie-efficiënte en duurzame bouwmaterialen (gevelstenen, binnenmuurstenen, kleidakpannen en kleiklinkers).
- **Pipelife** (Kalmthout) produceert een volledig assortiment kunststofbuis- en fittingsystemen en intelligente oplossingen voor elektrische installaties.
- **Preflex** (Ninove + Seneffe) produceert voorbedrade buizen voor elektrische installaties.
- **Steinzeug-Keramo** (Hasselt) produceert keramische buizen, inspectieputten, hulpstukken en accessoires voor water- en afvalbehandeling.
- **Struxura** (Poperinge+Ieper) produceert prefabwanden en betonelementen.



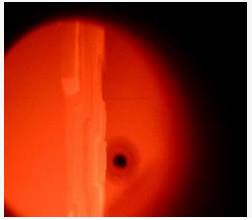
PRODUCTIESITES WBS

Locale productie met gebruik van locale grondstoffen

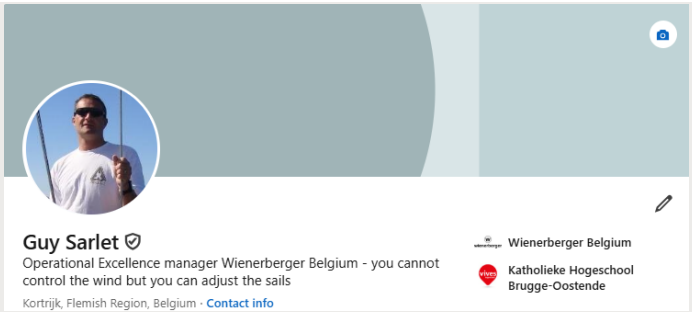
- Gevelstenen - handvorm
- Gevelstenen - strengpers
- Binnenmuur
- Kleidakpannen
- Prefabmuren



PROCES GROF KERAMISCHE INDUSTRIE

VOORBEREIDEN	VORMGEVEN	DROGEN	ZETTEN	BAKKEN	VERPAKKEN
					
					
					

NAAR EEN TEVREDEN KLANT



Guy Sarlet

Operational Excellence manager Wienerberger Belgium - you cannot control the wind but you can adjust the sails

Kortrijk, Flemish Region, Belgium · Contact info

Wienerberger Belgium

Katholieke Hogeschool Brugge-Oostende

Experience

Wienerberger Belgium
17 yrs 7 mos

- **Operational Excellence Manager**
  Jan 2019 - Present · 6 yrs 9 mos
- **Project Manager**
  Mar 2008 - Present · 17 yrs 7 mos

  Lean Manufacturing Expert (Operational Excellence Program)

Operation Service & Support
Wienerberger
2008 - 2011 · 3 yrs

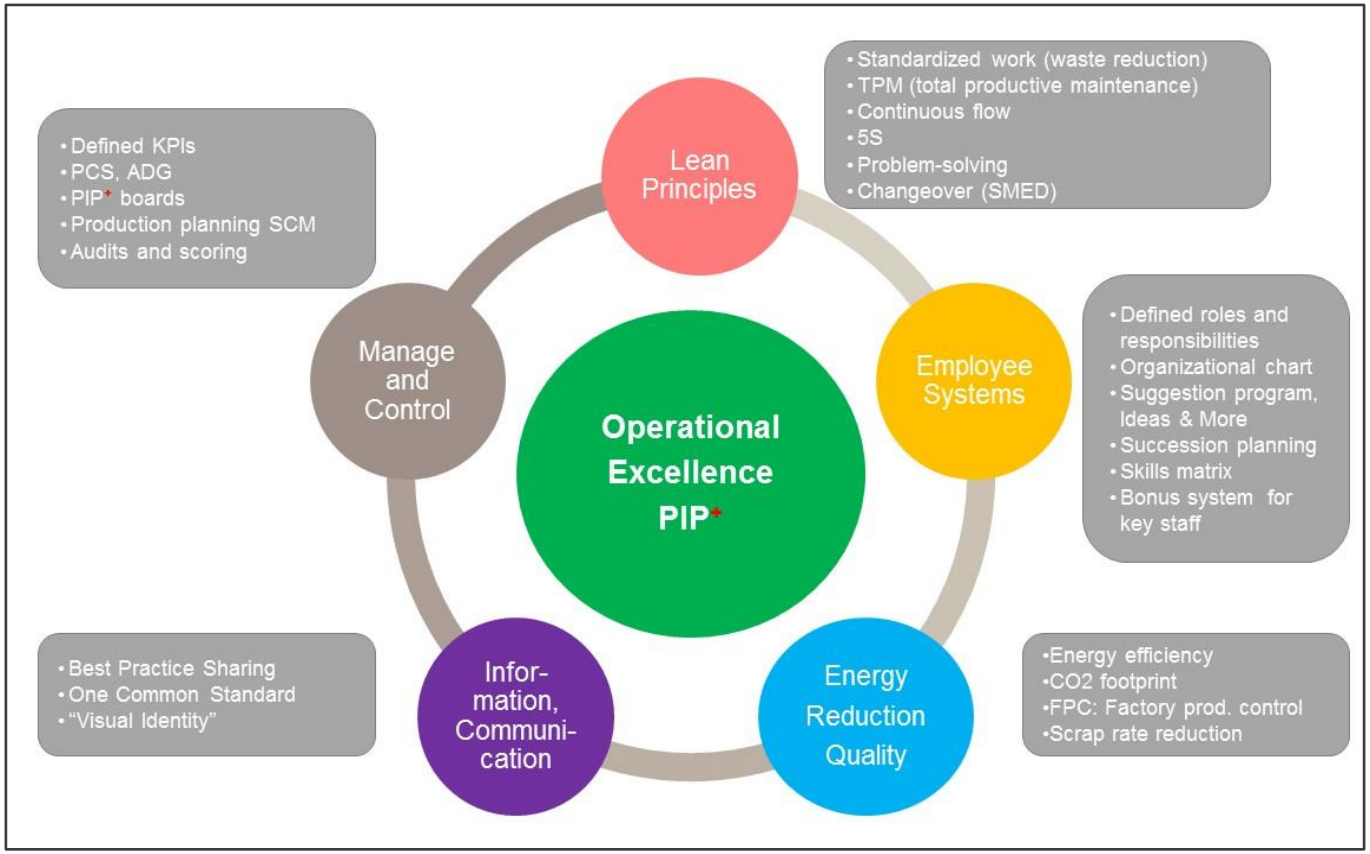
Production manager
Wienerberger
Oct 1996 - Jul 2006 · 9 yrs 10 mos

Briqueterie de Peruwelz
Facing bricks, handvorm 70MWF/Y...

Production manager Briqueterie de Peruwelz
Hanson - Desimpel
1996 - 2006 · 10 yrs


Ik heb het nog nooit gedaan, dus ik denk dat ik het wel kan

HOE WERD HET VOORGESTELD



HOE WERD HET VOORGESTELD- PLANT IMPROVEMENT PROGRAM

Section			Category	Criteria
1	Energy & Environmental	1	Energy reduction	Does the facility have ongoing energy reduction initiatives incl. a team and are they realizing year over year savings?
		2	Environmental controls	What is the most recent Wienerberger environmental score and is the division closing-out environmental action plans in a timely manner? (within a 12 month time frame)
2	Quality	1	Complaints	Are customer incidents (production & service) tracked and followed-up for improvement initiatives for all customers?
		2	Scrap	Is scrap tracked and monitored for improvement initiatives?
3	Manufacturing Excellence	1	Standardized work & training within industry	Is standardized work & TWI used and is it audited or revised as necessary?
		2	Training in production	Are operators trained in the work they are performing? (cross-training & job rotation etc.)
		3	Set-Up parameters	Are process set up sheets used for process parameters and do they match the actual process?
		4	Maintenance	Is the maintenance organised according to WBS Maintenance Standard?
		5	Changeovers	Are changeovers standardized, monitored and are ongoing improvements occurring?
		6	5S	Are work areas clean, organized, well identified, and free from hazards?
		7	CI Activities / Mindset	Is Continuous Improvement alive in the facility? Are ongoing Kaizen activities (ie process improvements, Kaizens, cost reduction process etc.) conducted and are results visual?
		8	Overtime / Production Hours	What is the percentage of production overtime worked (as a % of regular hours) - based on the weekly average due to inefficiencies over the last 2 months?
		9	Production performance tracking	Is the plant tracking and analyzing issues regularly that impact production stability? (OA, OEE)
		10	Organization	Does the company have adequate shop floor leadership support?
		11	Problem Solving / Countermeasures	Are effective problem solving & countermeasures implemented in a timely manner throughout the facility?
4	Logistics	1	Stockyard Management	Is there good inventory (finished goods) management / identification, First-In-First Out (FIFO) used?
		2	Production wheel	Are efforts made to reduce small lot runs and reduce changeover frequency?
5	Engineering	1	Lessons Learned	Is there evidence of lessons learned (reflection) & Kaizen implemented?

6	Management	1	Daily operations	Is there a daily operations review that is "clear / visual / accurate"?
		2	Key Performance Indicators (KPI)	Are Key Performance Indicators (KPI) be... members? Do KPI support the busi...
		3	Problem escalation system	Is there a real time reportin... escalation process in pla...
		4	Top management involvement	Is top management (P...
		5	Capacity planning	Does the plant maintain a...
7	Costs	1	Production cost variance	Is the plant YTD actual budget meeting th...
8	Human Resources	1	Recruiting	How does the organization find, select, and onboard new employ...
		2	Succession planning & stability	Does the organization have a documented succession planning process in place for all leadership and key positions? Is it being followed?
		3	Training - Overall	Does a skill & training matrix and annual training plan exist for all team members and is it being followed? Is this plan linked with a succession planning process?
		4	Communication / Participation	Are there communication meetings and participation programs for all employees? Are measures taken based on results of employee survey?
		5	Recognition of employee's ideas	Does the organization have a documented process for the recognition of employee suggestions and is it effective?
		6	Organization	Does the organizational setup reflect the current needs - operation only (good practice org-chart)? Are the roles and responsibilities defined implemented accordingly?
		7	Bonus system	Does the company follow the Wienerberger bonus standard defined?
9	Maintenance	1	Organization	How are maintenance activities organised?
		2	Maintenance strategy & criticality	A structured overview about installed equipment is available?
		3	SAP & digital tools	Installed equipment is maintained sustainable and well documented?
		4	Workpreparation & scheduling	Maintenance process is in place and activties are properly planned?
		5	Purchase & warehouse	Spare & wear parts are properly managed?
		6	Autonomous maintenance	Is equipment on a preventative maintenance schedule and is it effective? Is a Total Productive Maintenance (TPM) approach used?
		7	Asset documentation & standards	Installed equipment is maintained sustainable and well documented?
		8	KPI & improvements	KPI's are used for maintenance management?

Nog een audit

WAT HET NIET IS

WAT IS ER LEUK AAN

VERLIEZEN

HOE KRIJG JE DIT VERTAALD IN DE ORGANISATIE

PROCESSING

MUDA – MURA – MURI 3M

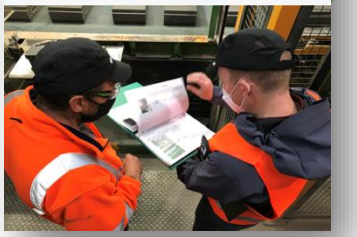
- MUDA 7+1 verliezen
- MURA

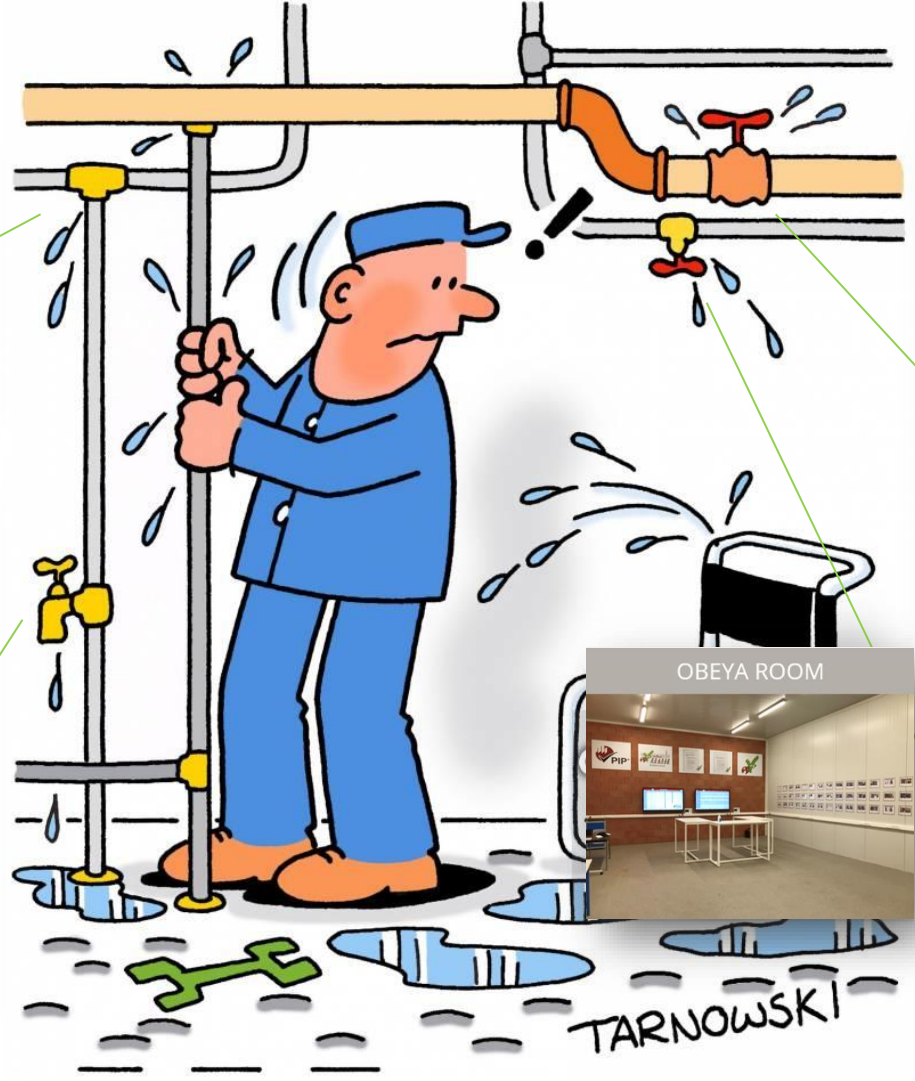

FOCUS
OP
FLOW

wienerberger

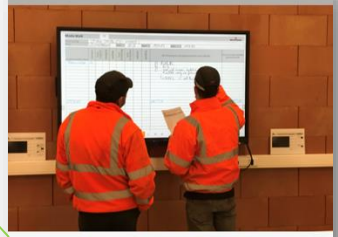
GESTRUCTUREERDE OCHTENDMEETING

TRAINING





GEMBAWALK



OBEYA ROOM

PRACTICAL PROBLEM SOLVING

LET THE SHOPFLOOR DO THE TALKING
MAAK DE AFWIJKING VISUEEL










world of **wienerberger**

HOE MOTIVEER JE
HOE MEET JE VERBETERING

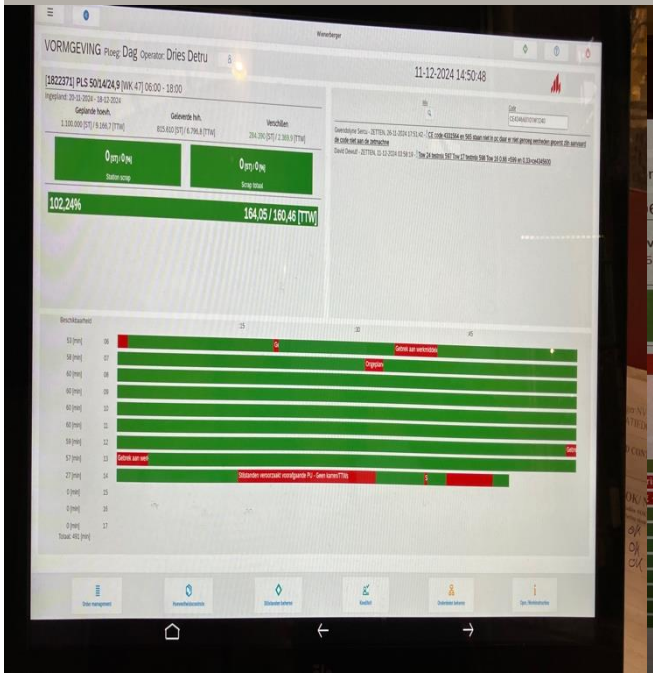
REGISTRATIE VAN DE STILSTANDEN

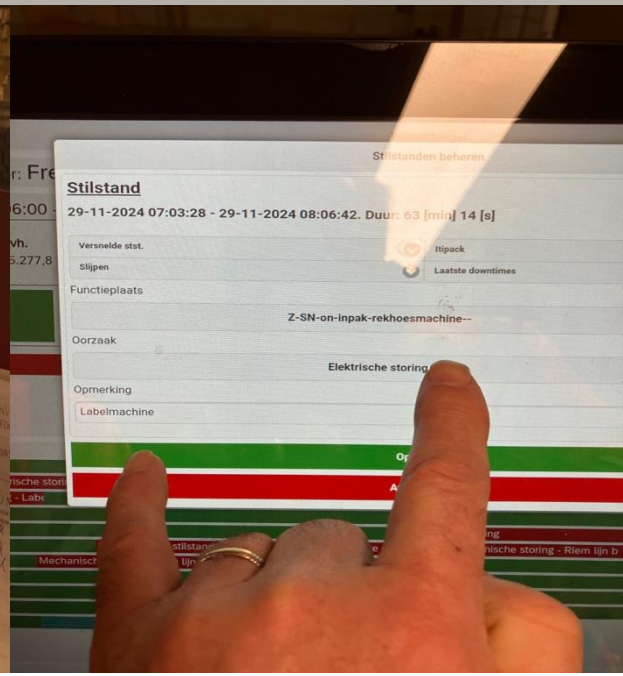
Gestructureerde Interface om eenvoudig stilstanden te registreren

→ tijd - waar - waarom

- Automatische tijdsregistratie
- FLOC (functie locatie) van de stillstand
- Voorgedefenieerde groepen volgens het Overal Operational Efficiency principe (OOE)

VIA DE PLC AUTOMATISCH, VIA SNELTOETSEN SEMI-AUTOMATISCH, VOLLEDIG MANUEEL





HOE MOTIVEER JE
HOE MEET JE VERBETERING

METEN VAN VERBETERING

- Uptime of Overal Availability (OA), meten → indicator
- Microstops, meten → indicator
- Scrap of afkeur, meten → indicator

Zijn lagging indicatoren, het gevolg van

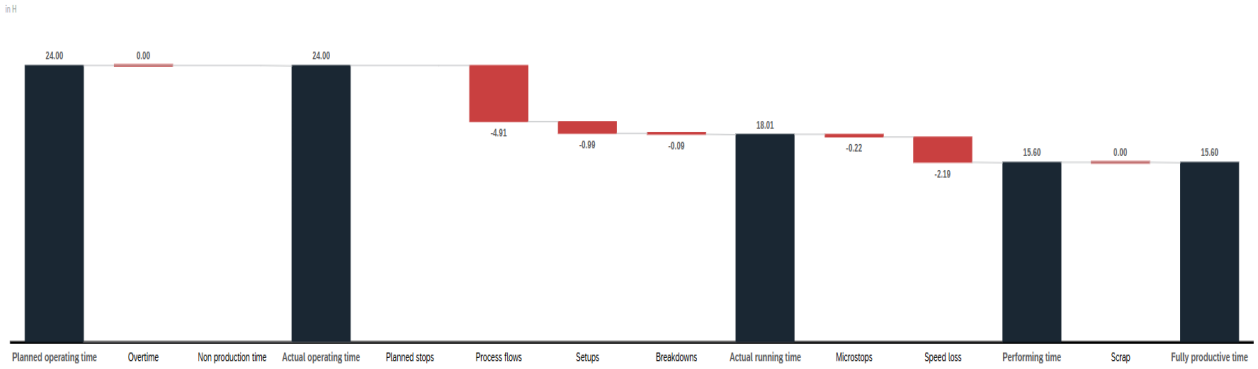
WAAR IS DE **LEADING INDICATOR**

→ WAAROP HEB IK IMPACT

WATERVAL → OOE – OEE – OA – SPEEDLOSS - QA

OOE	OEE	OA	Speedloss	Quality
65.0%	65.0%	75.0%	86.6%	100.0%

OOE = Overal Operational Efficiency
Idee : Arno Koch

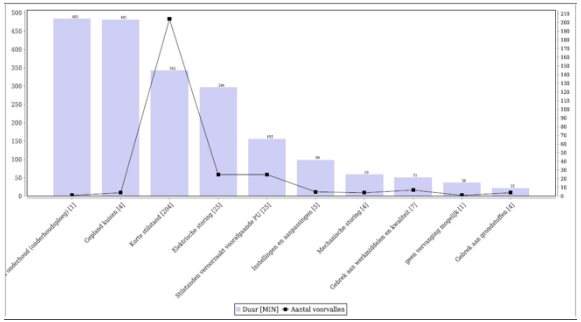


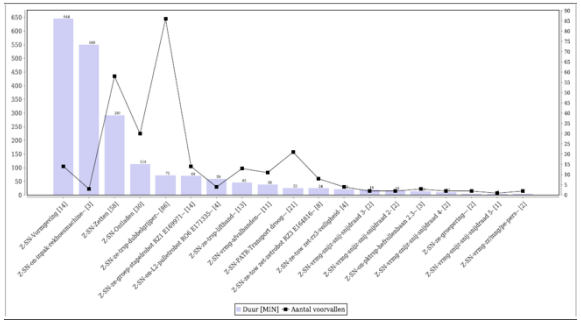
								Measures	Production Time (V.)
Plant	Shift	Calendar day	Downtime from (time)	Downtime to (time)	Causing Functional L	Downtime-Reason (Level 2)	Downtime-Reason	Downtime-Comment	
Totals									-6.21
1240	13928 Dag (06:00-18:00)	04.06.2025	08:33:00	10:48:00	1240-40-20	220000000000 Production flow	Downtime caused by preceding station	Geen karren/TTWs	-2.25
1240	13928 Dag (06:00-18:00)	04.06.2025	16:51:00	17:42:00	1240-40-20	220000000000 Production flow	Downtime caused by preceding station	Geen karren/TTWs (fomaatwissel aan zetmachine)	-0.86
1240	13928 Dag (06:00-18:00)	04.06.2025	12:59:00	13:40:00	1240-40	220000000000 Production flow	geen vervanging mogelijk	In the mood for food	-0.69
1240	13928 Dag (06:00-18:00)	04.06.2025	06:22:00	06:51:00	1240-40-20	230000000000 Format change / Settings	Transformation/Switch (Change Over)	50/14/24,9 => 50/10/24,9	-0.49

HOE MOTIVEER JE
HOE MEET JE VERBETERING

OCHTENDMEETING

AUTOMATISCHE REPORTING – DASHBOARDING – VOOR SNELLE FOCUS





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Pharmacy Rx
HOME DELIVERY
Pharmacy
F.N.Y.C
FNYC
4

THE GAME IS ON

- Timeframe van een balk 15 minuten
- 14 min ≤ gele balk < 15min
- 0 min < grijze balk < 14min
- 100% uptime = 15min = groene balk

Challenge

CREATE A GREEN WAVE

The score **STABILITY**


Wienerberger
186 / 146
77,0
100,2
104/183
77,0
0
44,7
14/15
78,0
0
63,5

HOE MOTIVEER JE
HOE MEET JE VERBETERING

- Stabiliteit < 50%
  - Lage stabiliteit → hoog risico op interventies
  - Mogelijke risico's zijn het aantal grijze en gele balken

- 50% ≤ Stabiliteit < 80%
  - Medium stabiliteit → gemiddeld risico op interventies
  - Mogelijke risico's zijn het aantal grijze en gele balken

- 80% ≤ Stabiliteit ≤ 100%
  - Hoge stabiliteit → weinig reden tot interventies
  - Mogelijke risico's zijn het aantal grijze en gele balken

DE GREEN WAVE UITGEROLD

STATION BORD

PRODUCTIE TREND

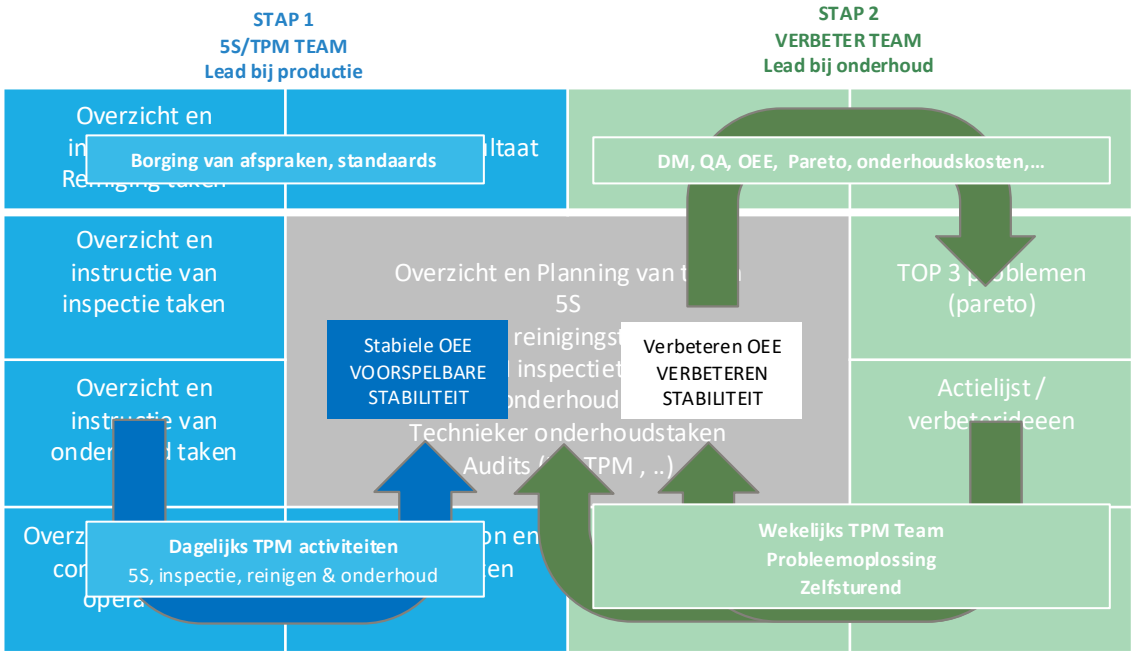
STABILITEIT

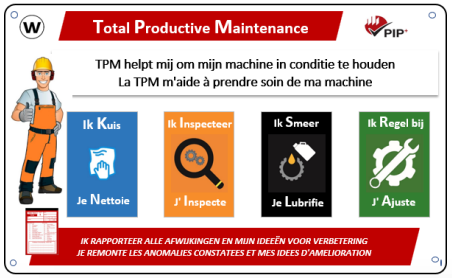
TPM AUTONOMOUS MAINTENANCE – OWNER SHIP – OPERATOR ERVARING

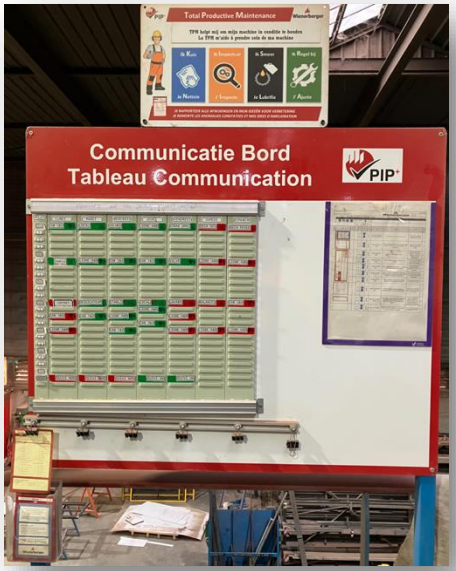
GREEN WAVE – maakt de afwijking zichtbaar
Let the shopfloor do the talking

VEILIGERE WERKOMGEVING - STABIELE PRODUCTIE - MINDER STRESS - MINDER INTERVENTIES - BETERE KWALITEIT

ACTUELE STAP - UITROLLEN VAN TPM







EEN HOGE STABILITEIT IS EEN TEAM PRESTATIE TOPSPORT