



Trèves Customer Story

Create a culture of continuous improvement, was part of the deal in this digital transformation



Trèves Group is a global, family-owned automotive supplier, designer and manufacturer of acoustic and thermal insulation solutions for the automotive industry, which has been guided by the same entrepreneurial spirit since its creation in 1836. Present on four continents, the Group is a partner to a large number of the world's vehicle manufacturers and continues to reinforce its position in growing markets. A world of opportunity is wide-open for those who are passionate about challenges of mobility and continuous personal self-improvement, who are ready to imagine new materials, products and solutions, and for whom seizing development opportunities within a growing international company makes sense.

In only 4 months in 2021, Trèves has already 14 plants full LPA deployed with the mPS, and they are on plan for the 12 remaining plants.



Triggers & Business Challenges

Trèves Group, as a global leader of acoustic and thermal insulation solutions for the automotive industry, desired to continue being a world-class manufacturer. As such, the Group embarked on the standardization process, starting from the shop floor. LPAs, followed by their customers, made them rethink the wasteful way they were collecting data to continue improving, being competitive, and reduce costs.



Transformation

The Trèves Group realized that either the number of resources, the time spent, and the way to collect data were not acceptable for a global leader. The industrial team, foster to test the **mlean® Production System** at TCL. The successful results in this plant made the system travel to the 17 countries where the Trèves Group has a presence, including the new acquisitions in progress.

The Team



Elena Cebrián

Global Lean
Manufacturing &
Industrial Strategy
Director



Tomas Fuentes

Plant Manager TCL

“The continuous improvement expertise jointly with the software development capabilities made mlean the right candidate to implement the system vs developing the system internally.”

“The LPA process and the limited resources for the deployment fostered the transformation.”

For Tomas Fuentes, the fact of having everything centralized in one system, the environmental advantage of going paperless towards a digital solution, jointly with the efficiencies, were critical to change towards a digital system. “When we saw the complexity of the LPA process, we soon realize that we needed one digital system for TCL. As a matter of fact, the factories were not going at the same pace as the people with the smartphones, we were still using paper and pen.” added Fuentes. “In 2020, after comparing the different digital initiatives that the plants had been testing, the Trèves management decided to implement the mlean® Production System - **mPS** for the entire group that was firstly tested in TCL.” adds Cebrián. In only 4 months, Trèves has already 14 plants with LPA processes standardized, and they are on plan to reach all the 26 by 2022.



“Create a culture of continuous improvement, was part of the deal in this digital transformation.”

Peter Drucker, modern business thinker, stated that “you can’t manage what you can’t measure” and he added that “if you can’t measure it, you can’t improve it”. For Elena Cebrián this is her mantra in her position as global lean manufacturing and industrial strategy director. “We clearly needed a system to monitor and track all the actions globally if we wanted to improve, and the mlean Production System had it all to do so.” said Cebrián.

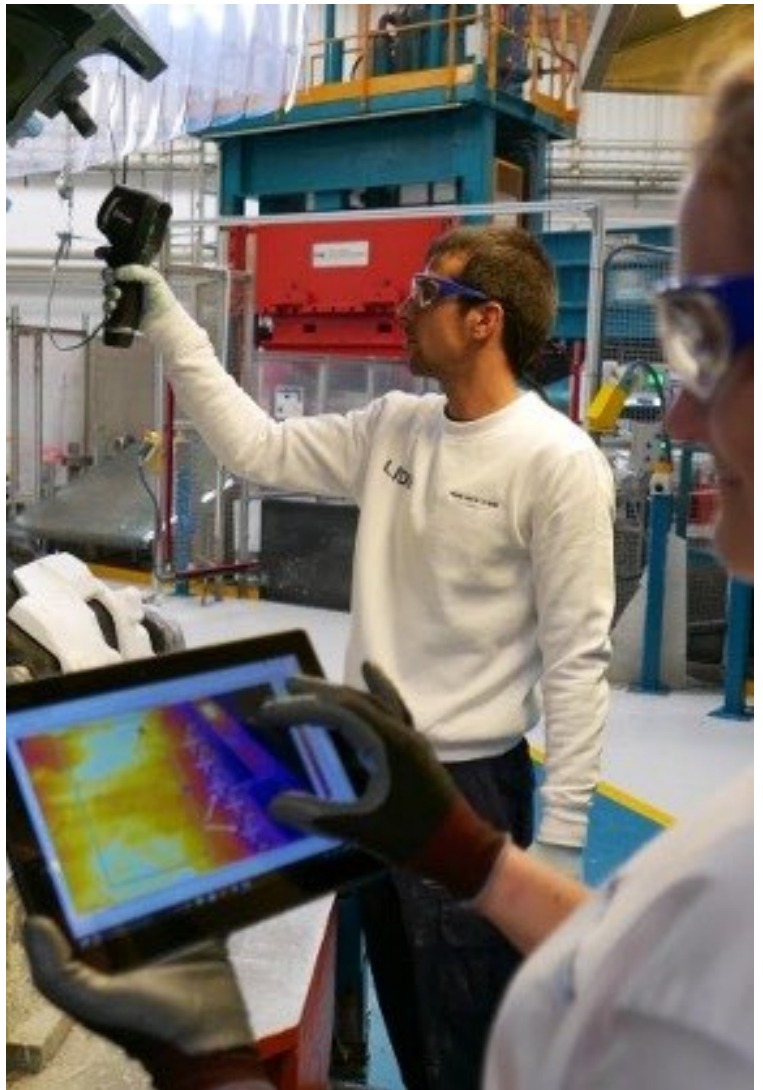
Tomas Fuentes, as plant manager of TCL knew that it was not an easy task to encourage the digital change in his plant, mainly to do things in a different way. But for him “to create a culture of continuous improvement, was part of the deal in this digital transformation”. “5S, Problem Solving and audits were the products we selected to start with, and we are getting quick results and great acceptance by the users. In other words, the mPS was the conduit to all the data we were manually collecting”. Cebrián and Fuentes believe that it is critical to learn from others when you are not an expert, as they did not have the time, knowledge and resources internally. “In addition, the mlean Production System has the international experience and software development expertise we needed,” said Elena Cebrián. “Indeed, learning from other industries’ best practices was easier with an external partner,” she added.

“Integration of new acquired plants has never been that easier.”

The Trèves Group wanted to have all the plants with the same continuous improvement processes, and quickly to get efficiencies and reduce the cost of non-quality. Also, they wanted to have the ability to improve with data to anticipate potential problems on the shop floor. At the same time, they were facing challenges to integrate new acquisitions in different parts of the world “so a flexible, but above all complementary system with the rest of industrial systems was a must.” says Cebrián.

In the new era of connectivity, everyone has had the experience to buy a system for your home that does not talk to other systems/ devices you already have; to this, you must add the frustration of setting it up and making them work together. It becomes more a problem than a solution.

In operations, the industrial teams jointly with the IT departments must do at times miracles for the systems to speak between each other, but for Cebrián “the mlean Production System has the ability to see the whole as more than the sum of the different parts, and that is priceless, especially when you are integrating new facilities with different cultures and systems.”



“The Project manager and plant liaison jointly with the mlean team are part of our successful deployment.”

A diverse team with a visionary Project manager, an engaged plant liaison, a flexible web, and mobile system, and a committed partner were the right ingredients for a successful deployment. The Trèves Group needed scalability, flexibility, and a secure system in this process of digital transformation. Both, Cebrián and Fuentes did not realize the system potential until “you could send any team member from one plant to another seamlessly, meaning that wherever mission the team member had, everybody, was now connected, use the same system anywhere, and could compare results at any time, real-time, whether you are in Paris or Novi in the USA.”

Advantages

Real time from anywhere

“Every action is traceable from anywhere and live, indeed it creates a log that help us to solve issues faster than before.”

Cultural change

“Cultural change was part of the deal with this Project. The mPS was the bridge to that needed change-”

Zero paper at the shop floor

“Since the tool was implemented, there is no more paper outdated at the plant. Indeed, the team is now part of the sustainability goals of the company.”