Success story

One factory group, one digital solution: Edscha Santander & mlean

How one factory became a benchmark for their group through digital continuous improvement

Introducing Edscha Santander

Edscha Santander is an automotive manufacturer, and part of the Gestamp family of companies.

Its primary products include door hinges and checks, supplying these to the international market.

It's one part of a global group of factories **comprising 25 plants and involving a workforce of 5,700 people**.

Since 2019, Edscha Santander has used the mlean Production System (mPS) to help its continuous improvement drive, alongside two other plants in Germany.

Meanwhile, the factory group as a whole needed a means to communicate effectively, share insights, and learn from each other's problems.

By addressing the needs of individual factories and the wider group, the mPS has become integral to daily working life across the organisation.

So how did this happen? And what benefits has it brought? We spoke to **Jose Antonio Torre Sainz, Plant Manager at Edscha Santander**, to find out.

Much-needed digital transformation

Prior to adopting the mPS, Santander was using Edscha's own production system (the Edscha Production System). For scalability and greater communication between plants, this needed to be digitised.

We had a production system in our plant, but the goal was that that system was used throughout the group. Once we had that common production system within the group, the next step was to digitise it.

Jose Antonio
Plant Manager at Edscha Santander

This digital solution had to not only help them standardise their own processes but to also export these across the factory group.

After all, if they could easily transmit their data to others, then they could also learn from them in return. This was impossible while the factories remained siloed.

That was the main challenge we had, and the one mlean helped us out with the most.

Jose Antonio
Plant Manager at Edscha Santander

After surveying the market, they chose the mlean Production System. It had all the modules they needed and the ability to connect plants together.

We were looking at different software options and eventually, we decided on mlean, because we realised it was a tool that gave us everything we were after: connecting all the plants in our group and helping us implement continuous improvement.

Jose Antonio
Plant Manager at Edscha Santander

Standardisation was their first priority, combined with supplementary modules such as Problem Solving.

As they started to use mPS, they discovered a range of benefits that have helped both them and their factory group achieve continuous improvement.

How the mPS benefits Edscha Santander & their group

Visibility of information

One of the main motivations for using the mPS across the whole factory group was **sharing information between plants to help with operational intelligence**.

The mPS records every detail relating to problems and how

they're solved, making it visible across factories. This allowed Edscha Santander to learn from the entire group, which in turn made standardisation much easier.

It gives us a great opportunity to see beforehand how each plant solves their problems, so **you already know in advance what to expect**, and because we're also aiming at standardising all these practices, you can solve problems in different plants in a standardised way.

Jose Antonio
Plant Manager at Edscha Santander

Creating a continuous improvement culture

At first, Edscha Santander believed that they would need to nudge teams to use the mPS. Introducing any change to workflows can take time to bed in. And for many tools and new processes, training alone can represent a significant time investment.

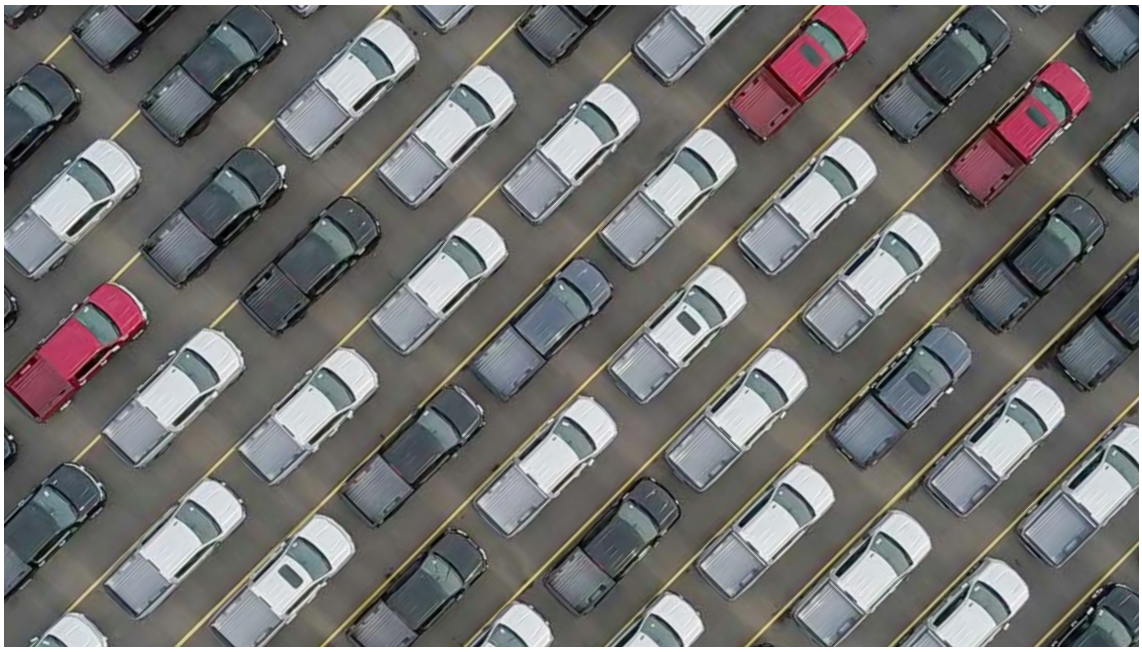
But **with the mPS, staff began using the tool intuitively**, proactively solving problems along the way.

The mPS has made our whole problem-solving process a very proactive one in the sense that we open the issues, we see how we can tackle them, and then we generate an action to get on the way to solving them. At first, we didn't think this would be possible; we thought we'd have to push the tool to help us solve these issues, but we've discovered **our teams are finding it very easy and intuitive to use the mPS, so they don't hesitate to use it in a proactive way.**

Jose Antonio
Plant Manager at Edscha Santander

The user-friendliness of the software made the case for its rollout across the factory group much easier to make.

Control of data and performance



No matter what level of information you need to see, **from at-a-glance performance indicators to more specific data, the mPS gives you full visibility**.

It's helped Edscha Santander feel more in control of their analysis.

> We weren't expecting to get all the data, percentages, and graphics down to such a granular level, I mean, we can see from a top management level the statistics of how many issues we've opened, how many we've closed, how long it took for us to open and close them, etc.
> **This gives us a level of control we weren't expecting, and we realised that this is a software in constant evolution that grows alongside us**.

Jose Antonio
Plant Manager at Edscha Santander

Improving processes

Edscha Santander believes the mPS brought an immediate upgrade to their system.

As they became more familiar with the mPS and its range of features, they understood that the centralisation of data it enables creates knock-on benefits for the whole team.

As far as processes go, it's clear that **the mPS helps us register and manage not only problems, but also their status, what's happened to them, and anything related to them.**
It also allows you to see who's in charge of dealing with the problem, how long it takes to solve the issue, that person's workload when it comes to problem-solving and actions, whether we have to get another person to help out, etc.
This is only possible thanks to having all our actions centralised in the mPS.

Jose Antonio
Plant Manager at Edscha Santander

As Jose Antonio explains, this has **saved the factory a significant amount of time** compared to their old process.

Whereas before the mPS the team was creating data silos in Excel, requiring constant admin, they're now able to spend valuable time on other activities.

We used to do all the planning for our loops in Excel, which meant 15-20 minutes after our QRQC meeting every day to see what problems we were going to deal with.

Jose Antonio
Plant Manager at Edscha Santander

We now plan the same QRQC process as we did before, but **we save 30 minutes every day**, because he had to spend half an hour planning the QRQC meeting, and now we can do this in 3 minutes during the meeting itself.

Given continuous improvement's emphasis on incremental savings, freeing up 30 minutes on unnecessary admin is a real win.

What now?

So now that the mPS is bedded into Edscha Santander and the group's processes, what's their next move?

Jose Antonio is keen to see what impact the Visual Standard module may have given that, up to this point, it's been a relatively underutilised tool.

Thankfully, the mPS being used across their group allows him to learn from other plants' experiences.

Overall, Jose Antonio and Edscha Santander are happy that their initial investment in time and resources in deploying the mPS has paid off.

It's made running their factory easier. As Jose Antonio puts it:

'The mPS is an indispensable tool for our day-to-day work.'

The mPS & Edscha Santander: numbers at a glance

The mPS has become a part of life at the Santander plant. Since deploying the software, they've posted some impressive figures.

Modules used:

5S Workshop

Job Observation

Improvement Ideas

Problem Solving

Action Plans

Master Audit

The areas where they excelled the most in when it came to the mPS were the following:

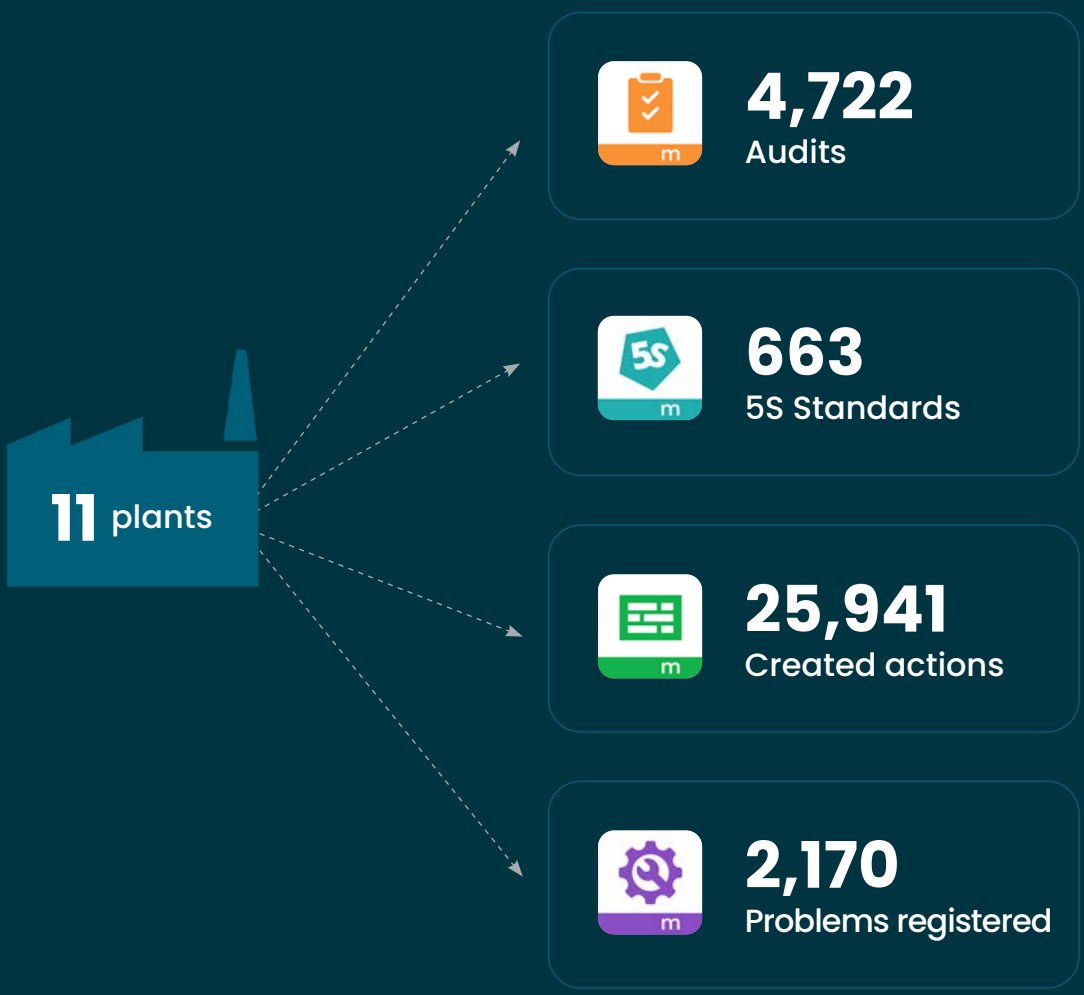
+ 900
Problems registered and dealt with in the system

775
LPAs (Layered Plant Audits) completed

11,819
Corrective and preventative actions closed

Global numbers

Edscha currently has 11 plants deploying our mPS, and these are the numbers of audits, standards, actions, etc. that have been carried out between all of them:



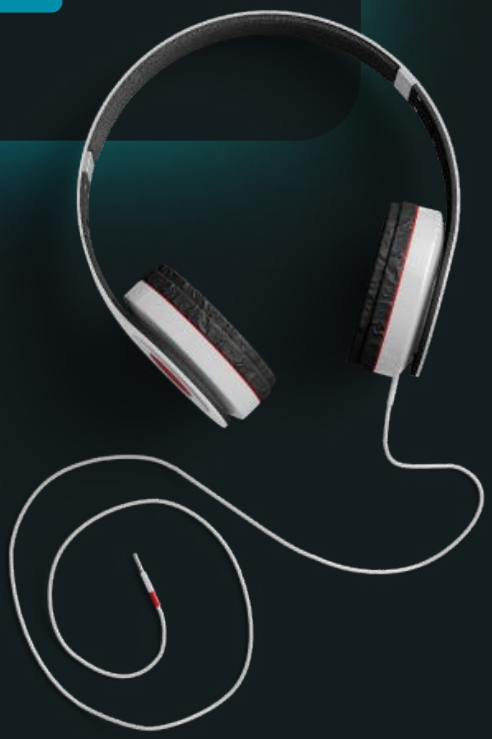
Next up: your factory group?

We're ready to show you how deploying the mPS across your factory group makes your whole operation run more smoothly.

As Edscha Santander and their factory group discovered, **traceability, standardisation, analysis, and continuous improvement are all much easier if you can learn from each other**. For that, you need a comprehensive tool that stitches your processes together.

With a free, personalised demo, you'll see for yourself how the mPS is the perfect software to make this possible!

Book your free demo



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