

Stargard Szczecinski, January 12th, 2015

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Reference Letter

To whom it may concern

Multi Assembly Unit HIAB of Cargotec Corporation started its optimization project with OpEx Group in May, 2014. The project started with training on Lean Management principles and then moved to the shopfloor for implementation of lean principles towards achievement of pull flow.

OpEx consultants proved their expertise and professionalism in the field of lean implementation. They helped us to:

- Implement standard work in subassembly areas
- Optimize warehouse processes (receiving and picking)
- Analyze and optimize logistics processes from order entry to material delivery to production
- Create a vision for future development of value stream during the Value Stream Mapping Workshop.

All the activities performed together with OpEx helped us to increase output by 50% as well as improve delivery accuracy to customer and decrease work in process inventory.

OpEx consultant shows high level of adaptation to our current business problems related with the Supply Chain, they were able to collect and analyze data accordingly and to propose the necessary actions to solve the problems in a corrective and preventive way. Their contribution was not only in the preparation phase but, more important, they execute the actions together with the local team in a "learning by doing" way of working.

We are extremely satisfied with OpEx contribution to our start up project and ramp up phase and highly recommend OpEx as a Partner on the way to Operational Excellence.

Jon López

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