

## **Operational Excellence through Lean Management**

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### **Abstract**

The paper presents the path that should be taken by any company which wishes to achieve Operational Excellence through an established management tool. The article is illustrated using the example of what was done in the CBA Primary Metal Division, in the search for the implementation of a culture of operational excellence. It shows the points on which the choice of tool was based, the reason for choosing the Lean tool or Toyota System, and the most difficult part of any process of this type, which is the implantation of the culture in the organization. It presents the results obtained in the first three years of the implementation of the process, from the operational stability achieved and the financial compensation obtained primarily through the reduction of fixed and variable costs.

**Keywords:** Operational excellence, lean management tool, Toyota system, organization culture.