

IMPROVEMENT INITIATIVES REPORT

MOONSHINE PROGRAM

QUARTER II

2026



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MOONSHINE:

AN INNOVATION PROGRAM CENTERED ON OPERATION TEAMS

In the Moonshine QII/2026 Report, Bonfiglioli Vietnam explores how the Moonshine Program is designed to place operation teams at the heart of innovation within the factory.

The report focuses on the following topics:

1

OPERATION TEAMS:

WHERE IMPROVEMENT IDEAS BEGIN

- Why operation teams are often the source of practical and impactful improvement ideas.
- How the Moonshine Program has contributed to production excellence by unlocking the potential of operation teams.
- The structure of operation teams at Bonfiglioli Vietnam and how the unique responsibilities of each group shape different perspectives on improvement opportunities.

2

A SYSTEM DESIGNED

AROUND OPERATIONAL TEAMS

How the Moonshine Program is structured as a support system that enables employees to easily propose, develop, and implement innovative ideas in their daily work.

1

OPERATION TEAMS: WHERE IMPROVEMENT IDEAS BEGIN



WHY DO OPERATION TEAMS OFTEN BECOME THE STARTING POINT FOR PRACTICAL IMPROVEMENT IDEAS?

As the factory's operations continue to expand, a growing number of small operational issues naturally emerge across production lines. In most cases, operation teams are the first to identify these issues because they work directly on the shop floor and interact with machines, processes, and products every day. Their close involvement enables them to recognize inefficiencies and improvement opportunities that may not be visible from elsewhere in the organization.

This can be clearly seen in the initial situations that led to the 17 initiatives featured in the Moonshine QII/2026 Report.

NO.	CURRENT SITUATION	OPERATIONAL & EMPLOYEE CHALLENGES
1	The BMD motor test cable lacks a fixed jig.	Frequent cable damage, potential safety risks during operation, and work interruptions.
2	The packaging machine (Line 4) belt frequently misaligns and wears out.	Requires machine stoppages for adjustment and repair, affecting production progress and operational efficiency.
3	The rotor lathe (Hass, Line 3) door cannot close when machining long shafts.	Creates safety risks for operators and increases the likelihood of workplace accidents.
4	Stator BXN CLH at the housing lathe has excessive wiring.	Lengthens setup time, complicates operation, and increases the risk of errors.
5	The Nordex rotor pressing mold shifts from its original position after prolonged use.	Causes vibration and imbalance, increases balancing time, and may affect product quality.
6	The protective shield at the Nordex motor testing station uses sliding rails that become loose and jam.	Makes operation difficult and time-consuming, reducing the overall work experience.
7	Some PPE is currently unavailable for rotor furnace operations.	Directly impacts workplace safety and increases risks for operators.
8	Terminal power connection (size T12) currently relies on manual screw tightening.	Time-consuming, results in inconsistent tightening force, and affects quality and productivity.
9	The S300 painting area lacks proper 5S organization and requires multiple supporting tools.	Increases preparation time and creates unnecessary operator movements.
10	For BPM200, BWM, and BMD models, rotor serial labels are printed through a web-based system that is slow and prone to errors.	Affects traceability, increases the risk of incorrect product information, and may lead to quality issues.
11	Stator traceability labels are printed from a web-based system with slow processing and network dependency.	Causes work interruptions, waiting time, and reduced productivity.
12	Operators on the stator connecting line must complete multiple manual keyboard steps to scan serial numbers.	Creates a complex process, increases operation time, and raises the risk of mistakes.
13	Training files at BPS/Training Stations must be opened manually.	Wastes time during each use and reduces training efficiency.
14	The painting area lacks a system to track PO information and operator records.	Makes traceability difficult and affects production management and quality control.
15	Rotor storage baskets frequently lose their base legs.	Reduces stability during use and negatively affects workplace safety and housekeeping conditions.
16	The unloading area lacks an emergency stop button.	Increases risks during incidents and does not adequately ensure operational safety.
17	PO documents and nameplates are stored in an unorganized manner.	Makes items difficult to locate, wastes time, and reduces work efficiency.

These issues are typically identified through various sources, including:



Direct observations on the production line.



Daily production and quality reports.



Feedback from operational teams, managers, or customers.



Operational incidents such as line stoppages, increasing production defects, or delayed deliveries.

HOW HAS MOONSHINE IMPROVED PRODUCTION BY UNLOCKING THE POTENTIAL OF OPERATION TEAMS?

Before the Moonshine Program was introduced, most operational issues were reported to the Continuous Improvement (CI) team for resolution. However, as production expanded, the number of day-to-day issues across production lines increased significantly. While the CI team needed to focus resources on strategic, system-level improvement projects, handling a growing volume of operational issues gradually became a challenge.

To address this, Bonfiglioli Vietnam launched the Moonshine Program to empower operation teams - the people closest to the production process and most familiar with the challenges occurring on the shop floor. By enabling them to identify and resolve issues at the source, Moonshine helps accelerate continuous improvement throughout the factory.

Since its implementation, the program has brought several positive changes to production operations:



DRIVING OPERATIONAL EXCELLENCE

While the CI team can focus on strategic improvement initiatives, operational teams are empowered to address daily challenges and contribute ideas that streamline processes, improve productivity, and enhance production performance.



SHIFTING FROM REACTIVE TO PROACTIVE PROBLEM SOLVING

Previously, many issues were addressed only after they occurred, often through production meetings and cross-functional reporting processes. Today, employees can identify issues directly on the shop floor and submit improvement proposals through the Moonshine system, enabling faster and more proactive action.



DEVELOPING CAPABILITIES AND STRENGTHENING ENGAGEMENT

By participating in the entire improvement journey - from problem identification and solution development to implementation with management support - employees strengthen their professional skills, gain a greater sense of ownership, and become more engaged with the organization.

THE STRUCTURE OF OPERATION TEAMS AT BONFIGLIOLI VIETNAM AND HOW THE UNIQUE RESPONSIBILITIES OF EACH GROUP SHAPE DIFFERENT PERSPECTIVES ON IMPROVEMENT OPPORTUNITIES.

At Bonfiglioli Vietnam, the Operations function is divided into **four main groups**, each playing a different role within the production process:

PRODUCTION	QUALITY	MAINTENANCE	WAREHOUSE & LOGISTICS
			
Operates production lines and ensures output targets and delivery schedules are met.	Controls and verifies product quality, ensuring compliance with standards from incoming materials to finished goods.	Ensures equipment reliability, minimizes downtime, and prevents machine failures.	Manages inventory and material flow, ensuring materials are supplied to production on time.
BECAUSE OF THEIR DIFFERENT RESPONSIBILITIES, EACH GROUP OBSERVES AND IDENTIFIES PROBLEMS FROM A UNIQUE PERSPECTIVE:			
KEY FOCUS			
Productivity, cycle time, operational efficiency, and safety	Defect rates, accuracy, and process compliance	Equipment reliability, machine failures, and preventive maintenance	Inventory accuracy and material availability
HOW ISSUES ARE IDENTIFIED			
Through reduced output, process bottlenecks, or production line stoppages	Focuses on recurring defects and investigates root causes	Monitors equipment conditions and abnormal warning signs	Detects issues through material shortages, inventory discrepancies, or delayed material supply

Although each team has a different perspective, all operational teams share the same goals: **Safety – Quality – Delivery – Productivity**. This common objective enables Moonshine initiatives not only to solve individual problems but also to create meaningful value across the entire production operation.

2

A SYSTEM DESIGNED AROUND OPERATION TEAMS



MOONSHINE: _____ A SYSTEM DESIGNED AROUND OPERATION TEAMS

After recognizing the untapped potential within its operational teams, Bonfiglioli Vietnam began addressing a critical question: How can the practical experience and diverse perspectives of employees across different operational functions be transformed into meaningful improvement actions that create sustainable value for the factory?

To answer this question, the Moonshine Program was established with the ambition of placing operational teams at the center of the continuous improvement journey through four key pillars:

1



TRAINING

Equipping operational teams with an improvement mindset, observation skills, and problem-solving capabilities.



2

IMPLEMENTATION PLATFORM

Providing a system that enables employees to easily identify issues, submit ideas, and track the progress of improvement initiatives.

RECOGNITION & REWARDS

Encouraging participation through recognition programs, awards, and the sharing of outstanding improvement initiatives across the factory.

4



SUPPORT NETWORK

Creating collaboration between operational teams, managers, and supporting functions to evaluate, implement, and refine improvement ideas.



3

TRAINING

1

To empower operation teams to actively participate in continuous improvement, Bonfiglioli Vietnam focuses not only on technical expertise but also on continuously developing employees' improvement mindset and problem-solving capabilities.

Training is delivered through various formats, allowing employees to access knowledge easily while learning directly from real operational challenges.



INSTRUCTOR-LED TRAINING

Builds technical competencies and foundational knowledge of Lean Manufacturing, helping employees better understand operations and identify improvement opportunities.



E-LEARNING

Enables employees to revisit training content and proactively expand their knowledge anytime, anywhere.



WORKSHOPS & KNOWLEDGE-SHARING SESSIONS

Provide opportunities to discuss real operational challenges, exchange experiences, and identify solutions through cross-functional perspectives.



2

SUPPORT NETWORK

To ensure every improvement idea receives the necessary support and can be effectively implemented, Moonshine operates through a cross-functional model involving multiple roles throughout the entire improvement journey, from idea submission and evaluation to implementation and recognition.

This network serves as an end-to-end support system for operational teams. Employees identify issues from their daily work, while managers and support teams provide guidance, remove obstacles, and facilitate implementation. As a result, every employee can participate in improvement activities through a process that is clear, accessible, and supported from beginning to end.



PLANT MANAGER

Sponsor

Provides strategic direction, monitors program performance, and promotes the recognition and sharing of improvement initiatives.



MANAGEMENT TEAM (PRODUCTION / MAINTENANCE & ENGINEERING/ QUALITY/ HR/ /PUR/ IT MANAGERS)

Exco

Reviews proposals, evaluates feasibility, and allocates resources to support implementation.



ASSISTANT MANAGERS + SUPERVISORS

Process Owners

Monitor implementation progress, evaluate initiatives, and work directly with employees to turn ideas into reality.



LEADERS

Supporters

Support employees throughout the idea submission and implementation process while helping resolve shop-floor challenges.



BLUE & WHITE COLLARS

Idea Owner

Observe daily challenges, propose improvement ideas, and participate in implementation activities.

3

IMPLEMENTATION PLATFORM

To make participation in improvement activities simple and accessible, Moonshine is designed with a user-friendly process that employees can easily engage with during their daily work.



STEP 1

Employees access the submission link available on operational screens located throughout production areas.

STEP 2

Employees submit an improvement idea, challenge, or issue directly through the system. The entire process takes approximately 1–2 minutes.



STEP 3

Submitted information is automatically routed to the relevant management teams for review, evaluation, and feedback.

STEP 4

Responsible departments assess feasibility, expected value, and implementation requirements before supporting execution when appropriate.



Importantly, Moonshine is designed not only to collect fully developed improvement ideas but also to encourage employees to report challenges and issues encountered on the shop floor. This enables the factory to identify problems earlier and develop appropriate solutions when sufficient resources and data become available.

4

RECOGNITION & REWARDS

Outstanding ideas are regularly showcased, recognized, and rewarded to acknowledge employees' contributions to operational excellence. Beyond recognition itself, these activities help foster and spread a culture of continuous improvement across all departments within the factory.



Transparency and recognition are extremely important. When outstanding ideas are acknowledged, employees feel proud of their contributions and are motivated to continue making a difference.



MR. *Andrea Gennini*
**SEA & Oceania
Regional Manager**

MOONSHINE FEATURED INITIATIVES

QUARTER II

2026

The Moonshine Program – QII/2026 recorded several notable figures

Classification of initiatives
by identified types
of waste:

8

INITIATIVES
DEFECTS

4

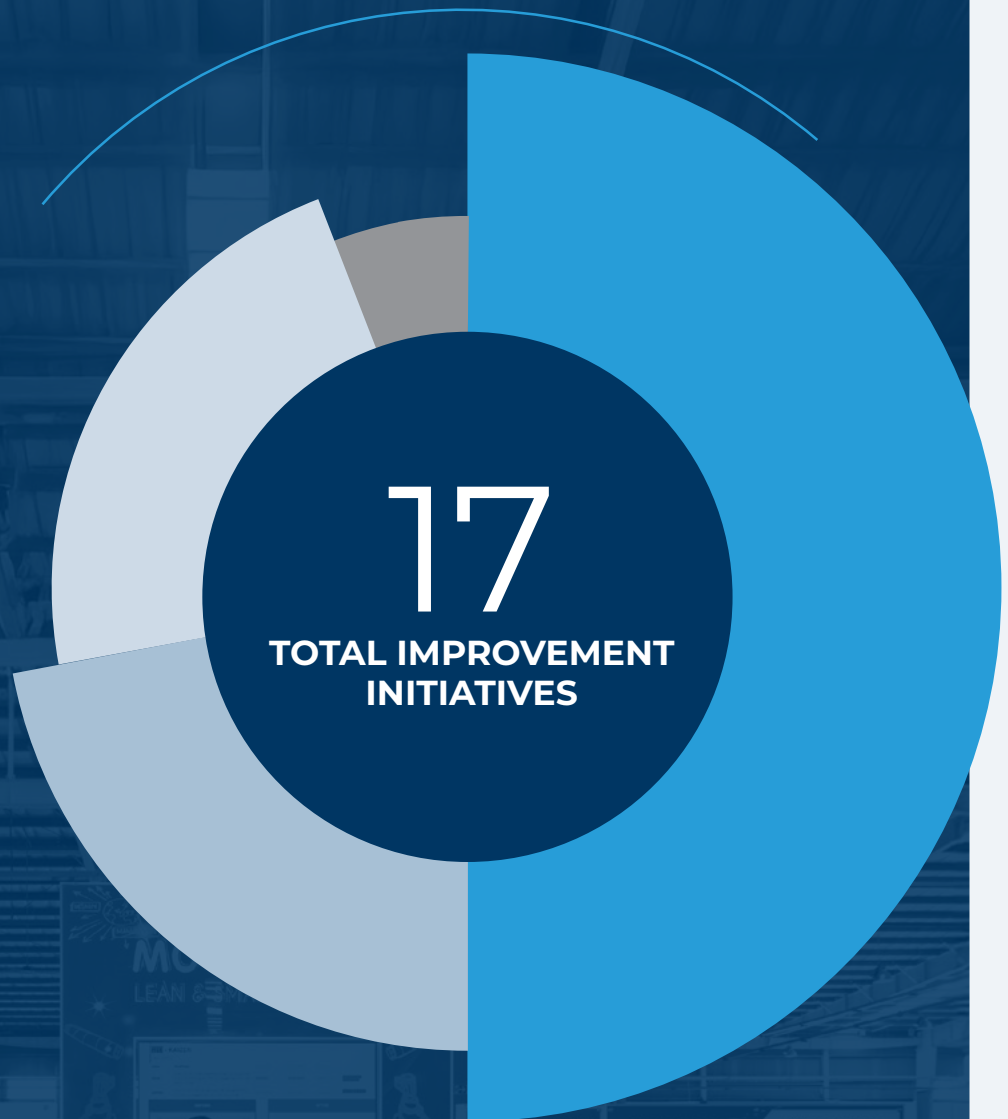
INITIATIVES
MOTION

4

INITIATIVES
WAITING

1

INITIATIVES
INVENTORY



EXPLORE THE INITIATIVES RECOGNIZED IN MOONSHINE QII/2026:

from the identified challenges and waste categories to the implemented solutions, participating employees, and measurable results achieved after implementation.





What I appreciate most about Moonshine is that it gives me the opportunity to experiment with new ideas and improvements in my work. It makes my job more engaging, and every day brings new experiences and learning opportunities.



LÊ ĐÌNH TRUNG

Maintenance Department



My improvement ideas always come from real work situations. Whenever I notice an issue causing difficulties for the team, I observe it carefully to identify the root cause, whether it comes from the workstation layout or a specific process step—and then look for the most suitable way to improve it.



NGUYỄN TOÀN ÁI

Maintenance Department

MOONSHINE FEATURED INITIATIVES

QII/2026

ISSUE	TYPE OF WASTE IDENTIFIED	INITIATIVE & SOLUTION	RESULT
The packaging machine (Line 4) belt frequently misaligns and wears out	DEFECTS	Added a guide mechanism to keep the conveyor belt properly aligned, reducing wear and minimizing machine downtime.	Cost saved 1471€ /year
The BMD motor test cable lacks a fixed jig	DEFECTS	Fabricated a dedicated jig to secure test cables, improving safety and operational stability.	5S compliance Improved safety

Proposed by LÊ ĐÌNH TRUNG | Implemented by LÊ ĐÌNH TRUNG |
Supported by LÊ ĐÌNH TRUNG

ISSUE	TYPE OF WASTE IDENTIFIED	INITIATIVE & SOLUTION	RESULT
The rotor lathe (Hass, Line 3) door cannot close when machining long shafts	DEFECTS	Redesigned the machine door with an extended hinge mechanism, allowing safe operation while maintaining full functionality	Improved safety
Stator BXN CLH at the housing lathe has excessive wiring	DEFECTS	Improved the fixture design to provide more space for organized cable arrangement	Cost saved 1404€ /year
The Nordex rotor pressing mold shifts from its original position after prolonged use	DEFECTS	Added a locking mechanism to securely fix the mold in position	Cost saved 588€ /year
The protective shield at the Nordex motor testing station uses sliding rails that become loose and jam	DEFECTS	Replaced the existing mechanism with a roller-based system for smoother movement	Improved safety

Proposed by NGUYỄN TOÀN ÁI | Implemented by NGUYỄN TOÀN ÁI |
Supported by NGUYỄN TOÀN ÁI

MOONSHINE

FEATURED INITIATIVES

QII/2026

ISSUE	TYPE OF WASTE IDENTIFIED	INITIATIVE & SOLUTION	RESULT
Some PPE is currently unavailable for rotor furnace operations	DEFECTS	Provided complete personal protective equipment (PPE) to ensure operator safety	5S compliance Improved safety

Proposed by NGUYỄN VĂN THÀNH | Implemented by NGUYỄN THANH PHONG |
Supported by ĐOÀN VĂN NGÃI



By participating in the program, I have more opportunities to listen to feedback from my colleagues. Their perspectives help me better understand areas for improvement and gain a more complete view of my work.



NGUYỄN VĂN THÀNH
Rotor Department

ISSUE	TYPE OF WASTE IDENTIFIED	INITIATIVE & SOLUTION	RESULT
Terminal power connection (size 112) currently relies on manual screw tightening	MOTION	Replaced manual tightening with an electric screwdriver to improve speed, consistency, and ease of operation.	Cost saved 653€ /year

Proposed by NGUYỄN VĂN HẢI | Implemented by NGUYỄN VĂN HẢI |
Supported by BÙI VĂN HIỆU



My daily work involves assembling motors on the production line. Whenever I notice a process or tool that could be optimized or may affect product quality, I propose improvements that help ensure quality while making operations easier and more efficient.



NGUYỄN VĂN HẢI
Motor Production Department

DEPART- MENT	PAINTING	PRODUCTION PLANNING	MOTOR	IT
ISSUE	The S300 painting area lacks proper 5S organization and requires multiple supporting tools	For BPM200, BWM, and BMD models, rotor serial labels are printed through a web-based system that is slow and prone to errors	Stator traceability labels are printed from a web-based system with slow processing and network dependency	Operators on the stator connecting line must complete multiple manual keyboard steps to scan serial numbers
TYPE OF WASTE IDENTIFIED	MOTION	WAITING	WAITING	MOTION
INITIATIVE & SOLUTION	Installed a paint storage rack to reduce material preparation time and unnecessary operator movement	Proposed that the Engineering Department (Mr. Sang) develop software to automatically retrieve data from the system and print labels in the correct format	Proposed that the Engineering Department (Mr. Sang) develop an offline printing application	Configured the scanner to automatically move the cursor to the correct input field
PEOPLE IN CHARGE	Proposed by LÊ THANH SƠN Implemented by LÊ THANH SƠN Supported by LÊ THANH SƠN	Proposed by LÊ PHƯỚC TÀI Implemented by PHAN MINH SANG Supported by PHAN MINH SANG	Proposed by LÊ XUÂN DOANH Implemented by PHAN MINH SANG Supported by PHAN MINH SANG	Proposed by PHAN MINH SANG Implemented by PHAN MINH SANG Supported by PHAN MINH SANG
RESULT	Cost saved 1580€ /year	Cost saved 161€ /năm	Cost saved 1788€ /năm	Cost saved 878€ /năm

DEPART- MENT	CI	PAINTING	MAINTENANCE	PAINTING	NAMPLATE
ISSUE	Training files at BPS/Training Stations must be opened manually	The painting area lacks a system to track PO information and operator records	Rotor storage baskets frequently lose their base legs	The unloading area lacks an emergency stop button	PO documents and nameplates are stored in an unorganized manner
TYPE OF WASTE IDENTIFIED	WAITING	WAITING	DEFECTS	DEFECTS	INVENTORY
INITIATIVE & SOLUTION	Developed an application to automatically launch SharePoint files during system startup	Proposed that the Engineering Department (Mr. Sang) develop an application for storing and retrieving information when needed	Welded retaining nuts to secure the basket support legs and prevent detachment during use	Installed an emergency stop push button	Replaced carton-box storage with labeled plastic containers to improve identification and storage control
PEOPLE IN CHARGE	Proposed by LÊ TÙNG GIA Implemented by LÊ TÙNG GIA Supported by PHAN MINH SANG	Proposed by CAO TẤN VINH Implemented by PHAN MINH SANG Supported by PHAN MINH SANG	Proposed by LÊ CÔNG NGHĨA Implemented by LÊ CÔNG NGHĨA Supported by NGUYỄN HIẾU TRUNG NHÂN	Proposed by LÊ THANH SƠN Implemented by LÊ CÔNG NGHĨA Supported by LÊ CÔNG NGHĨA	Proposed by LÊ XUÂN DOANH Implemented by LÊ XUÂN DOANH Supported by LÊ XUÂN DOANH
RESULT	Cost saved 583€/năm	Cost saved 474€ /year	Cost saved 44€ /year	Improved safety	5S compliance

THANK YOU

Through the Moonshine Improvement Initiative Report – QII/2026, we hope to have provided a clearer perspective on our operational teams and their role in driving Bonfiglioli Vietnam's continuous improvement journey. With your interest and continued support, our teams will keep developing new ideas, enhancing operational efficiency, and creating greater value for our customers.

Bonfiglioli Vietnam sincerely thanks you for your trust and partnership.

