



Ontdek ons Lean Network

Ontdek de kracht van Lean en Best Practice:
"Sharing ideas and best practices makes us all stronger"

WIE WIL DELEN KAN VEMENIGVULDIGEN !

LEAN THINKING



VALUE



VALUE STREAM



FLOW



PULL



PERFECTION

LEAN
OFFICE



ADDED VALUE FOR YOUR
CUSTOMERS ?





Customers are no longer willing to pay for “waste” in our internal administrative processes.

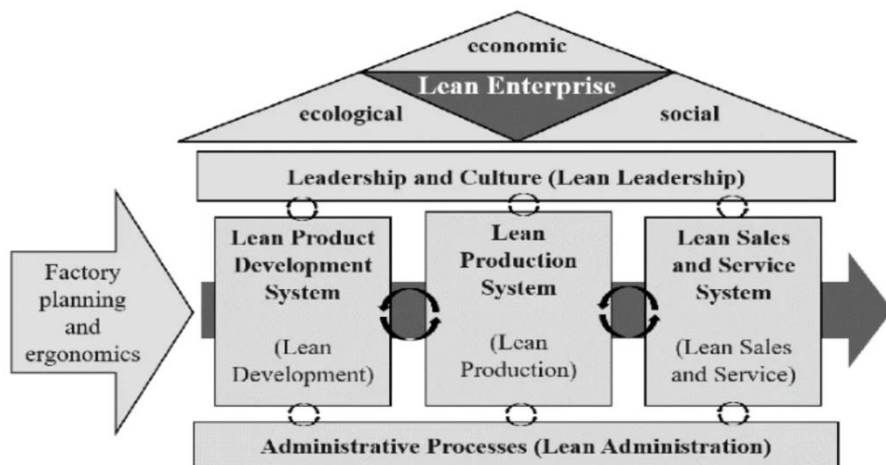
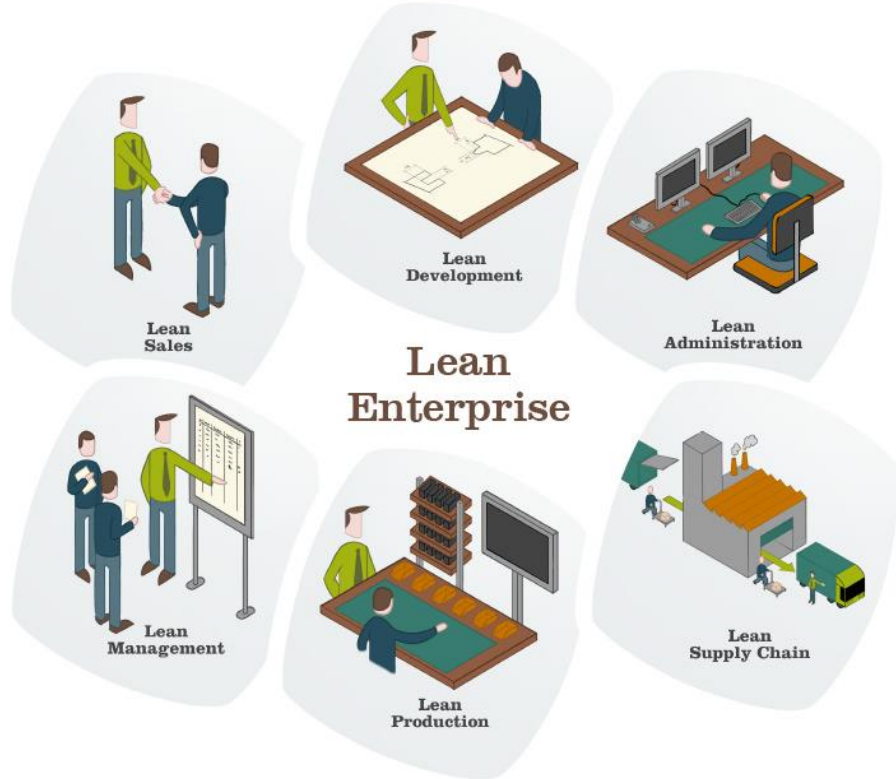


LEAN OFFICE CONTINU VERBETEREN

Companies are increasingly recognizing that **people are becoming the critical factor** in a business's success.

The major challenge is to organize **skills development** in such a way that, in conjunction with work processes and production systems, they directly **contribute to achieving the organization's goals and ambitions**.

Because it's not a matter of doing even more,
but rather of working efficiently and smartly



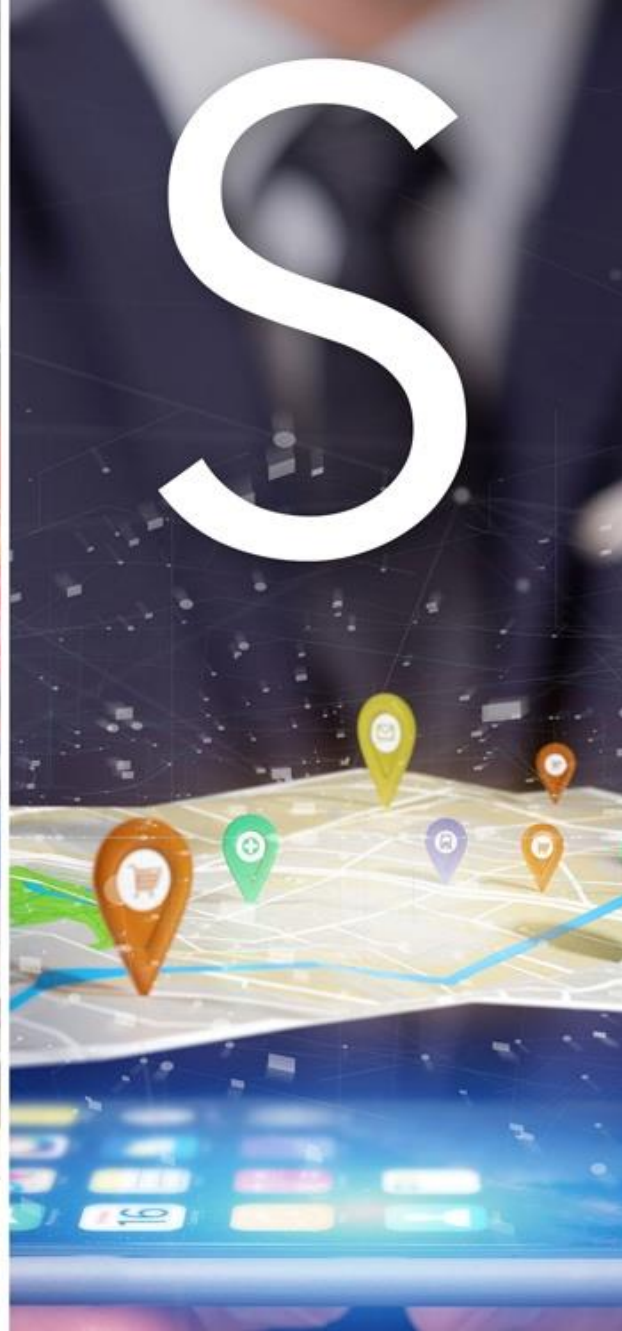
**Without 5S
methodology**



**With 5S
methodology**



People don't want to be changed; they want to be part of the change!



C

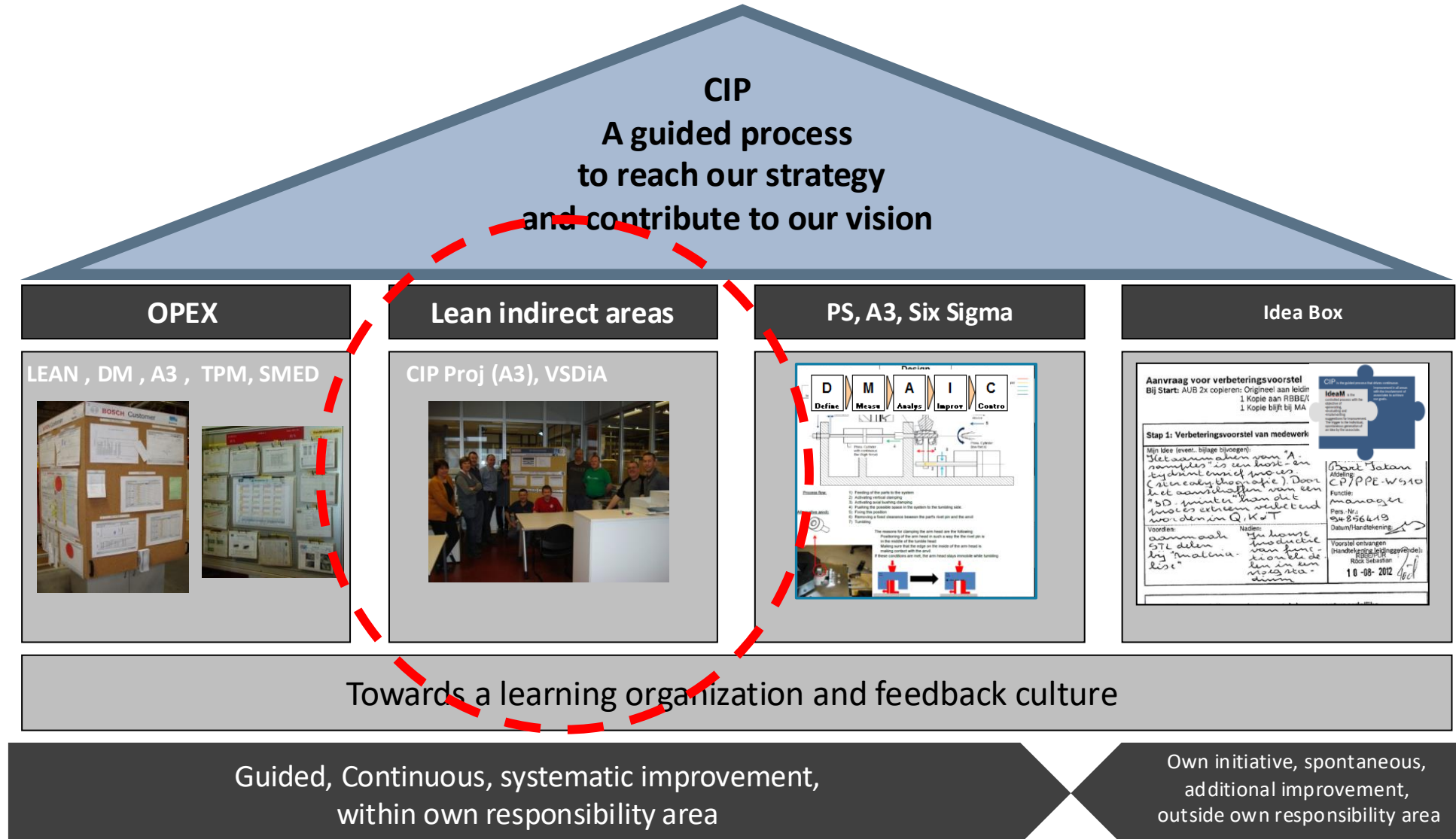
A

S

E

Continuous Improvement Process (CIP)

A guided process to reach our strategy and contribute to our vision



"CIP Hexagon" : 6 elements -> Goal

CIP (Continuous Improvement Proces) =

- A guiding process that:
- drives continuous improvement
- spans all departments
- involves all employees
- realize strategy and objectives



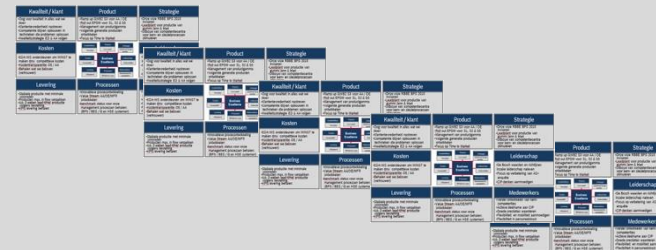
CONTINU GERICHT VERBETEREN @ OFFICE



Business Excellence

Kwaliteit / klant	Product	Strategie
-Golg voor kwaliteit is alles wat we doen -Kwaliteitsbeleid uitvoeren -Competentie blijven ontwikkelen in technieken die problemen oplossen -Kwaliteitsstrategie ED & AA volgen	-Klant en EPDM zijn voor AA, CE, dat en EPDM voor SI, SI 2 & SI 3 -Innovatie van productieproces -Vroegere generatie producten ontwikkelen -Focus op Time to Market	-Ondersteuning van SI 2 & SI 3 -Innovatie van productieproces van EPDM naar SI 2 -Innovatie van productieproces van SI 2 naar SI 3 -Innovatie van productieproces van SI 3 naar SI 4
Kosten	Leiderschap	Medewerkers
-Golg voor kosten is alles wat we doen -Competentie blijven ontwikkelen in technieken die problemen oplossen -Kwaliteitsstrategie ED & AA volgen	-Ondersteuning van SI 2 & SI 3 -Innovatie van productieproces van EPDM naar SI 2 -Innovatie van productieproces van SI 2 naar SI 3 -Innovatie van productieproces van SI 3 naar SI 4	-Ondersteuning van SI 2 & SI 3 -Innovatie van productieproces van EPDM naar SI 2 -Innovatie van productieproces van SI 2 naar SI 3 -Innovatie van productieproces van SI 3 naar SI 4
Levering	Proces	Medewerkers
-Golg voor levering is alles wat we doen -Competentie blijven ontwikkelen in technieken die problemen oplossen -Kwaliteitsstrategie ED & AA volgen	-Ondersteuning van SI 2 & SI 3 -Innovatie van productieproces van EPDM naar SI 2 -Innovatie van productieproces van SI 2 naar SI 3 -Innovatie van productieproces van SI 3 naar SI 4	-Ondersteuning van SI 2 & SI 3 -Innovatie van productieproces van EPDM naar SI 2 -Innovatie van productieproces van SI 2 naar SI 3 -Innovatie van productieproces van SI 3 naar SI 4

Department strategies (16 indirect areas)



Top 3 improvement topics



Evaluation and prioritization of business processes (with associate engagement)



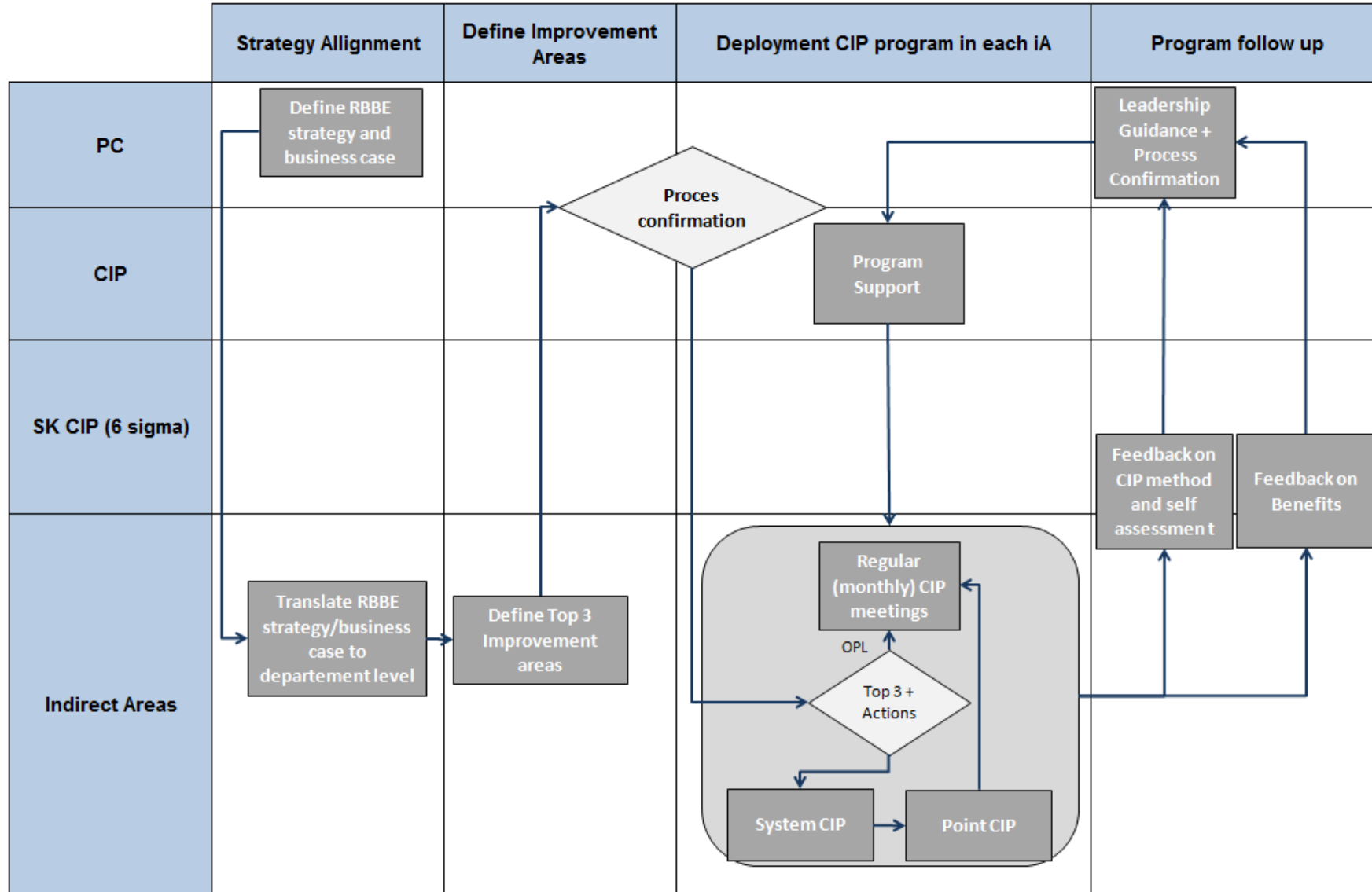
CIP Follow-up : Monthly meetings



FOCUS ON CIP HEXAGON

INVOLVEMENT OF ALL ASSOCIATES

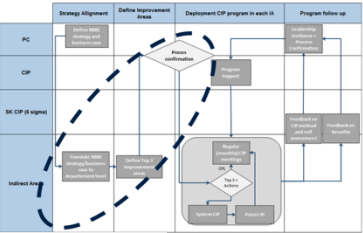
CIP process



Proces confirmatie

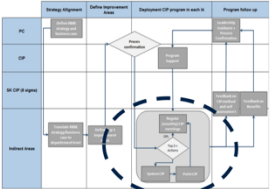
PROCESCONFIRMATIE EN PLANNING SK

Verantwoordelijke	Afdeling	Datum	Uur	PM/PC	Lessons Learned	Top3 Project Charters/A3's	Aanpak CIP meetings	Planning presentatie stuurkring	
Dirk Herinckx	EGA	26/02/2014	09:00-09:30	Adam					RFQ/RFR, pr
Nien Maris	PQA	27/02/2014	16:00-16:30	Wim					Dorlooptijd demontages, registratie beronsteringen, meetafstemming leveranciers
Stefan Kempeneers	PPE	21/02/2014	14:30-15:00	Wim					Sonderfreigaben, Bidding proces, Red ECR's
Cino Quentis	BPS-CIP en DOC	19/02/2014	10:30-11:00	Adam					Functieclassificatie (A3), IdealM (A3 nog op te maken), DOC ?
Eric / Peter	EGT2	19/03/2014	16:00-17:00	Adam					beschikbaarheid testdeels, professionele ontwikkeling, objectieve geluidsmetingen
Eric / Rudi	EGT4	19/03/2014	16:00-17:00	Adam					optimaliseren magazijnbeheer, bewegingen EGT4, aankomst en afleverplaats
Philip Holsbeekx	QMM	27/02/2014	8:30-9:00	Adam					Tijds levering Erstmusters, 8D reporting (kwaliteit en doorlooptijd), budgetten, doorlooptijd 0-series
Monica Saenen	PIR	27/02/2014	16:30-17:00	Wim					Bepalen richtlijnen mbt voorraadbeheer MAZ2, processen leeggoed, aankoop chemicaliën
Philip Collaers	HSE	3/03/2014	14:30-15:00	Adam					Verhoging EHS-bewustzijn alle RBBE-MA
Miguel Vanden Eynde	HRL	3/03/2014	10:00-10:30	Wim					Verandering deeltijdse contracten, aanleggen uurposters
Claert Vanderheyden	Piloot MFR4	4/03/2014	12:00-12:30	Adam					MFR4 piloot : roadmap uitgewerkt



Continuous Improvement Process (CIP)

Beschrijving Thema	Status	Status	Aanspreekpartner
Pool1, kadet eveneens in AS13+	A	4	Cathy Blijens
ig en verbetering van kosten voor W476/W474	A	4	Patrick Roovers
OMM7 van 0-Series	A	4	Hauke
en	A	4	Stefan Kempeneers
ig PILUM	A	4	Stefan Kempeneers
SAP gegeven en minimum stock levels	A	4	Monica Saenen
s-bewustzijn van alle RBBE-MA	A	4	Philip Collaers
	A	4	Veronica Quintens
	A	4	Arnoek Paetzel
	A	4	Gwen Vandenberghe
	C	3	Cino Quentis
	D	2	Dominik Neven
	D	2	Nicklas Aleman, Koen Lemmens
	D	2	Borg Bause
	D	2	Borg Bause
	D	2	Bart Robijns
	D	2	Rudi Stas
	D	2	Peter Saewels
	D	2	Peter Saewels
	D	2	Erika Aleman
	D	2	Koen Bex
	D	2	Tamara Neven
	C	3	Cino Quentis
	P	1	Nien Maris
	P	1	Cathy Degeest
	P	1	Rudi Stas
		0	Monica Saenen
		0	Guy Hendrickx
		0	Geert, Vers, Filip
		0	Van Housen
		0	Van Housen
		0	Van Housen
		0	Koen Weerts
		0	Koen Weerts



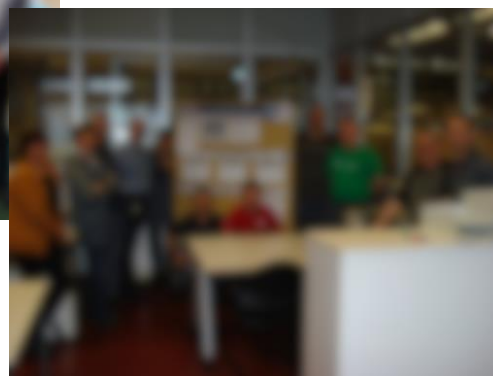
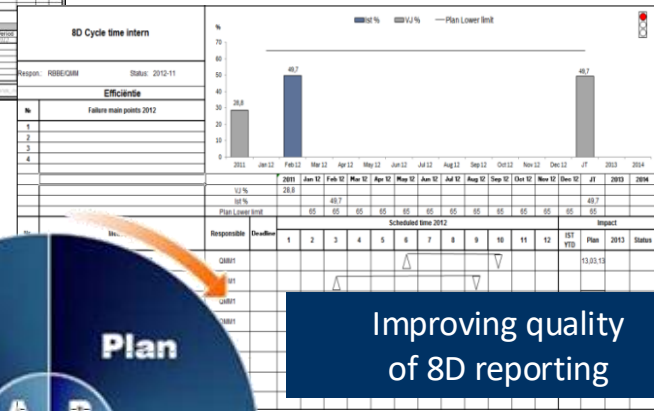
Process end of life :
reduction waiting time > 50%

„CIP workshops and the tools used,
are
necessary to create process
transparency“

Internal complaints :
getting all information,
first time right



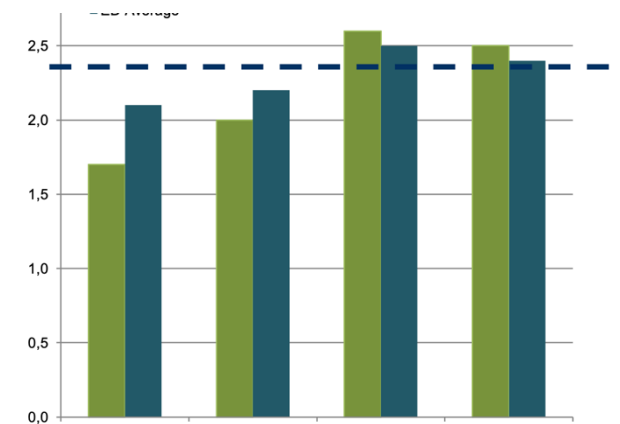
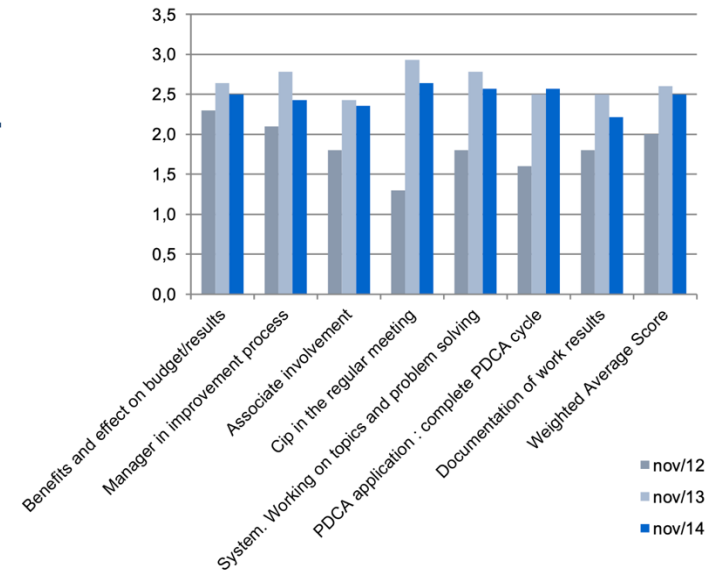
„Working on CIP and
participation
in monthly CIP meetings,
stimulates team work“

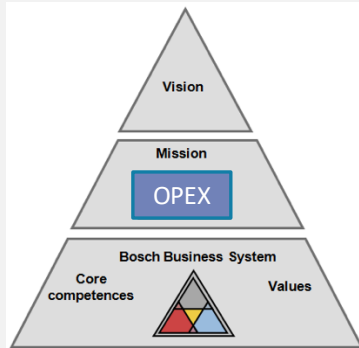
Improving quality
of 8D reporting

Self assessment Tool

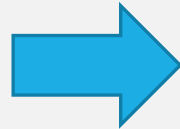
MC Q's	Marking scheme	Explanation
1. Is there a significant monetary benefit <u>and</u> the conditions of the monetary award must be satisfied, and the donor monetary awards must have been awarded after a specific monetary award is also satisfied. The conditions for awards 1 and 2. A sufficient level of monetary awards (including) when monetary award 1 is awarded for all criteria including the benefit and good performance. Conditions providing more detailed explanation of the criteria (as the Award in the Appendix)		1. Is there a significant monetary benefit <u>and</u> the conditions of the monetary award must be satisfied, and the donor monetary awards must have been awarded after a specific monetary award is also satisfied. The conditions for awards 1 and 2. A sufficient level of monetary awards (including) when monetary award 1 is awarded for all criteria including the benefit and good performance. Conditions providing more detailed explanation of the criteria (as the Award in the Appendix)



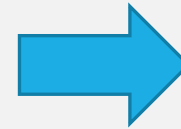
Working on the right processes & focus Topics



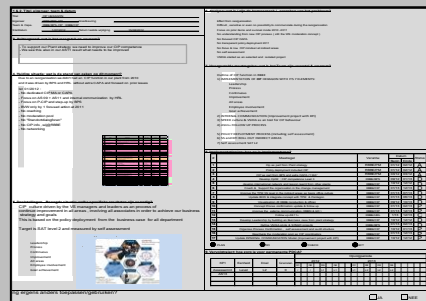
Be Better



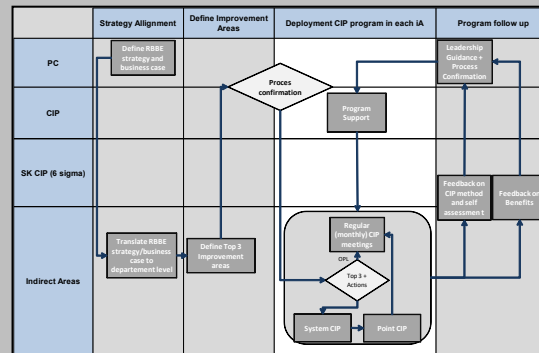
CIP



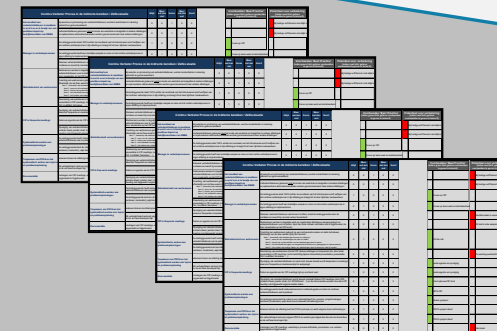
Business Excellence
Focus on CIP



A3



CIP process

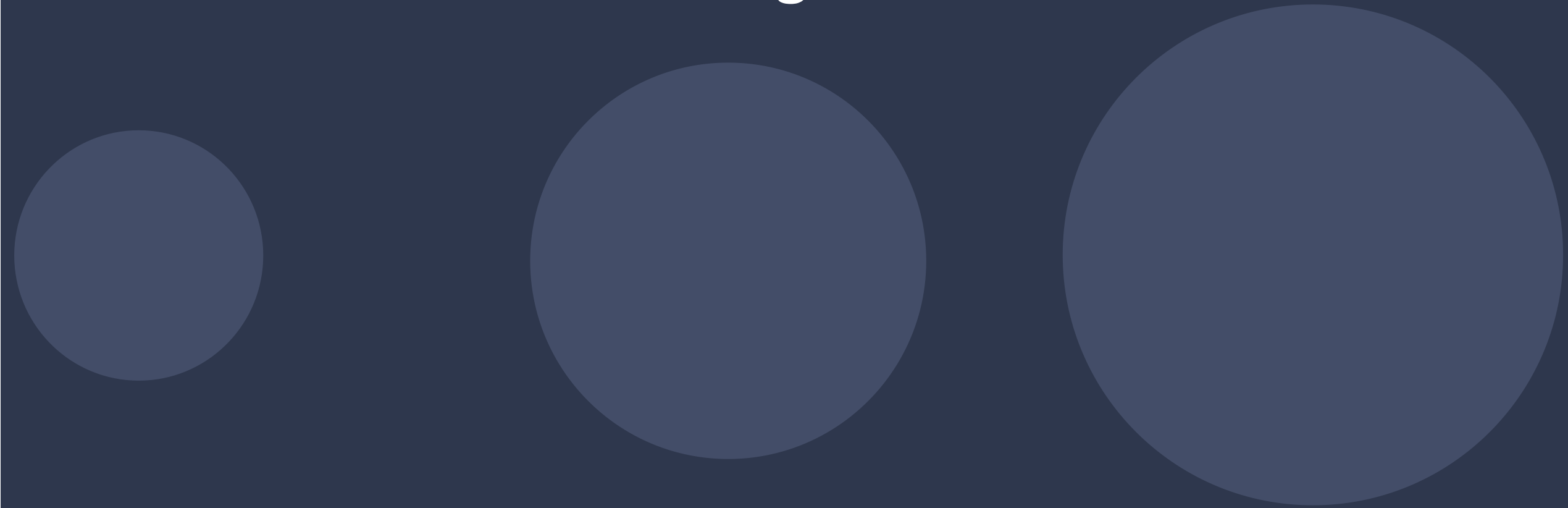


Department SAT

CASE :

Makigami Workshop

swimming lanes





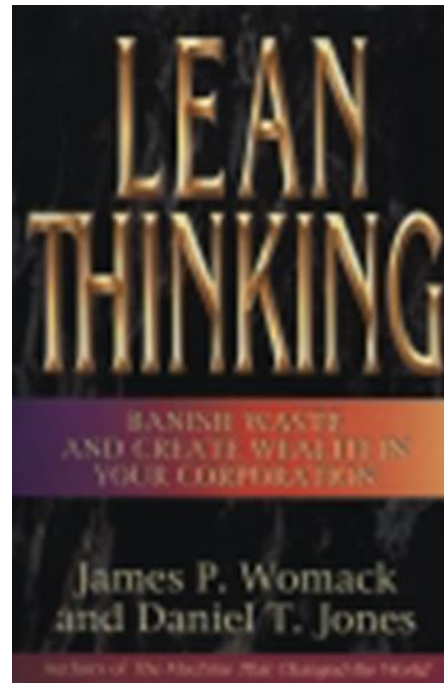
4 stappen model in office !

1 Formuleer de waarde voor de klant

2 De werkwijze & verspilling in kaart brengen

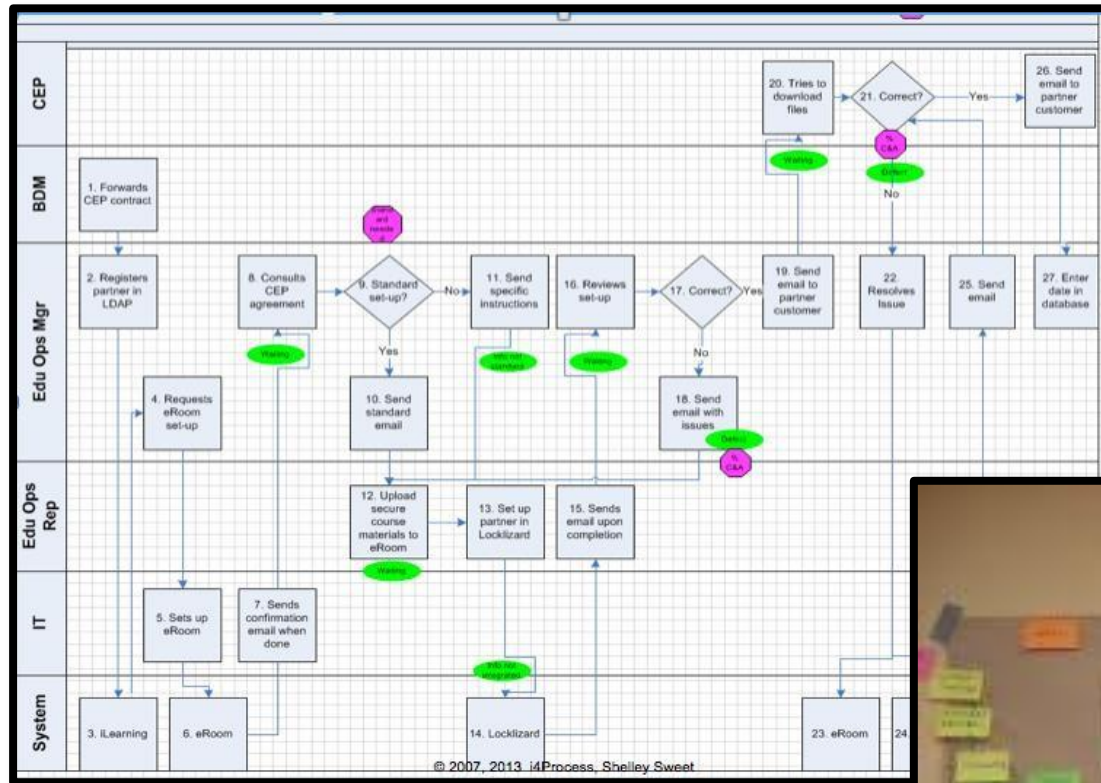
3 Laat de informatie die de klant vraagt
vlot doorgaan = FLOW

4 Elke dag verder verbeteren



Swimlane Diagram – Wat is het ?

- Swimlane Diagram of Makigami = techniek om een proces te visualiseren waar product niet of minder visueel is
- Makigami = Japans voor 'Rol papier'
- Visualiseer Current State om de waarde-toevoegende stappen en verspillingen te leren zien en begrijpen.
- Beschrijf het werkelijke process met medewerkers die het zelf uitvoeren
- Nadien bepaal je Dream State en/of Future State en bepaal je een verbeterplan



Swimlane Diagram – Waarom?

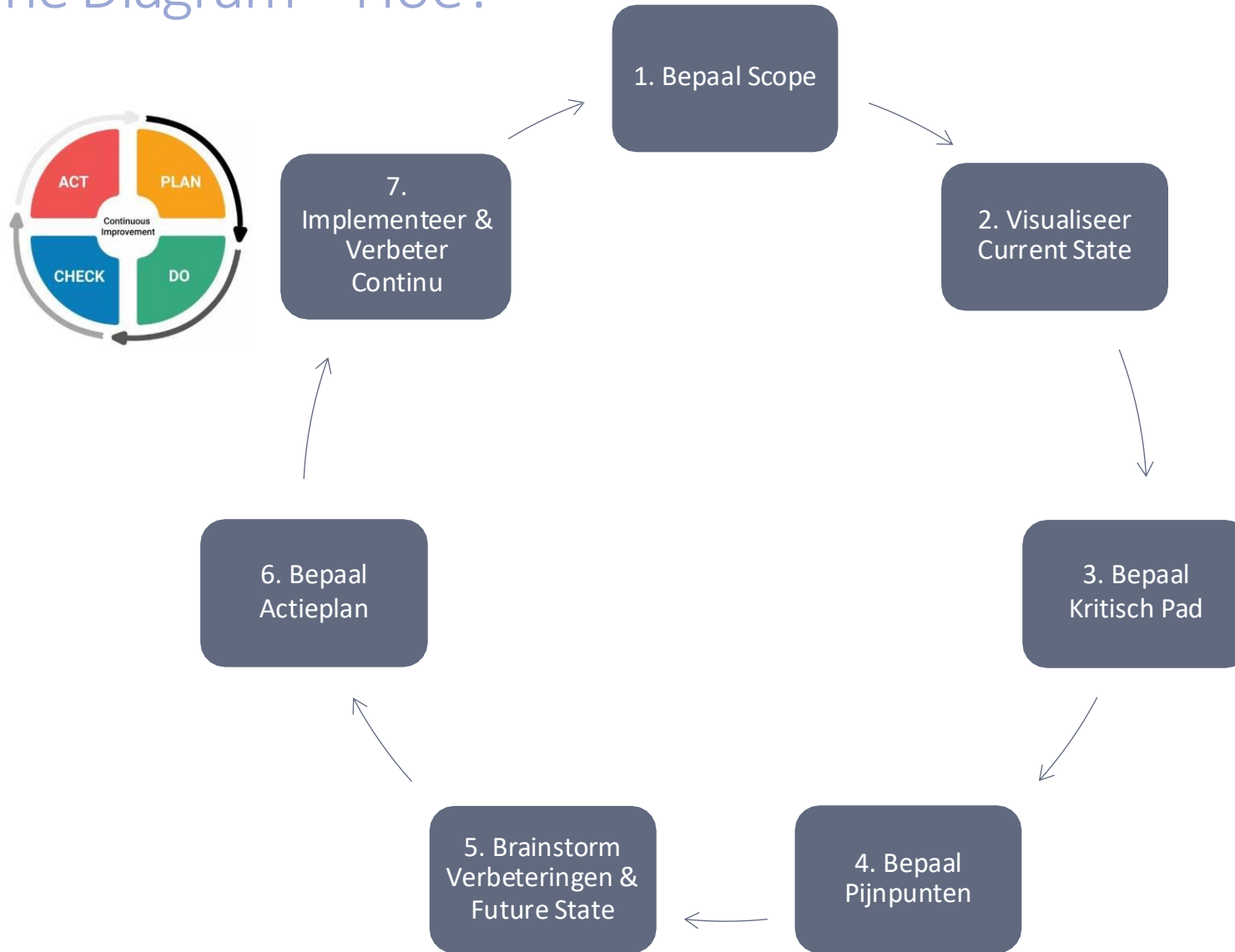
Swimlane Diagram (Makigawi)

- Proces met meer **parallele flows** en veel beweging van product of documenten tussen afdelingen
- Vaker toegepast in transactionele flows (Labo / Diensten / Office omgevingen)
- Tijdsanalyse van Doorlooptijd, Behandeltijd en Waardetoevoegende tijd

Value Stream Mapping

- Proces met meer **sequentieële flows** (van A naar B naar C naar klant)
- Vaker toegepast in productieomgevingen met output van veel fysieke producten
- Vertaal WIP in wachttijd
- Tijdsanalyse van Omstellingen, Proces Tijd en Cyclustijd
- Bereken PCE (Process Cycle Efficiency)

Swimlane Diagram – Hoe?



Waarom Continu Verbeteren (CI)?

**Vaste structuur van
projectopvolging**

**Stimuleren van
samenwerkingen
cross-
departementeel**

**Werken aan een
zelfde Doel**

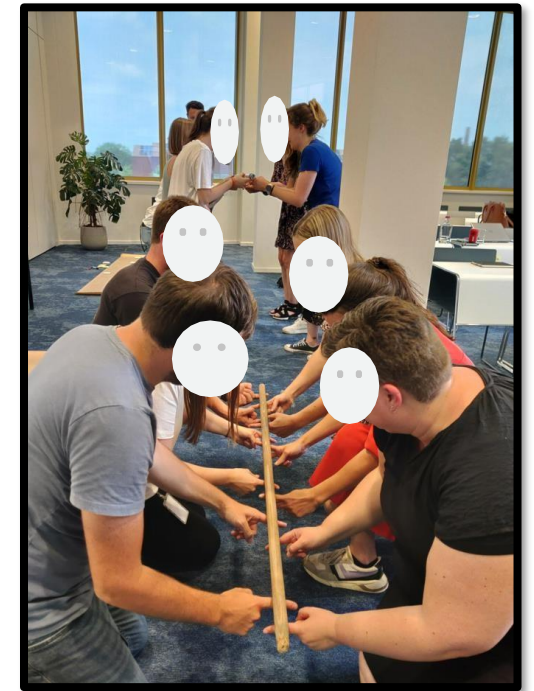
**Verbeteren van
betrokkenheid
medewerkers**

Case & Betrokkenheid medewerkers

- Doel Traject = Zorg ervoor dat we sterker worden, als team , door samen te werken in een verbeterproces dat we zelf invullen en richting geven!

Hoe?

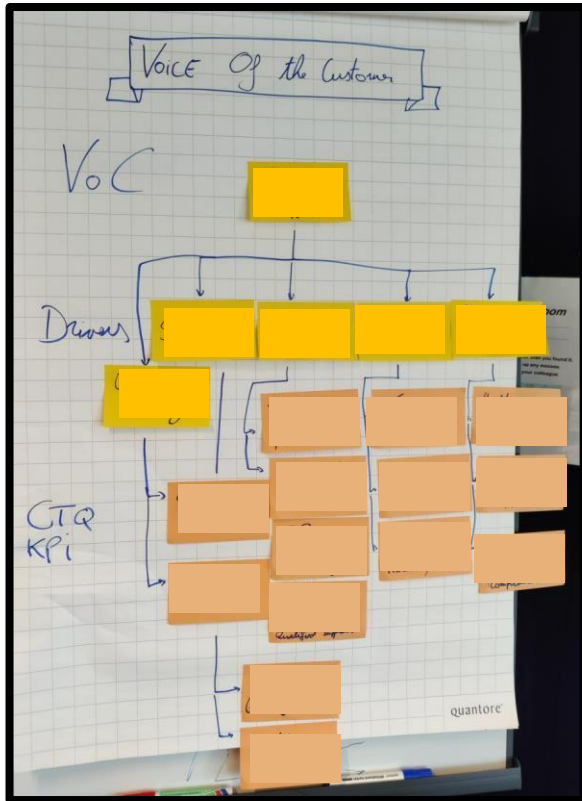
- Vertrek vanuit objectieven Management en bepaal in groep de beste Use Case
- Breng voor de training en het verbetertraject mensen samen uit elke afdeling
- Mix enkele team-oefeningen doorheen de Workshop-dagen
- Luister naar elkaar
- Geen enkel idee is een slecht idee
- Bepaal als Team ZELF de prioriteiten binnen het gegeven kader
- Snelheid van training en workshop op ritme van het team
- Lage interactie van Manufacturing Director om Teamleden zelf het mandaat te geven



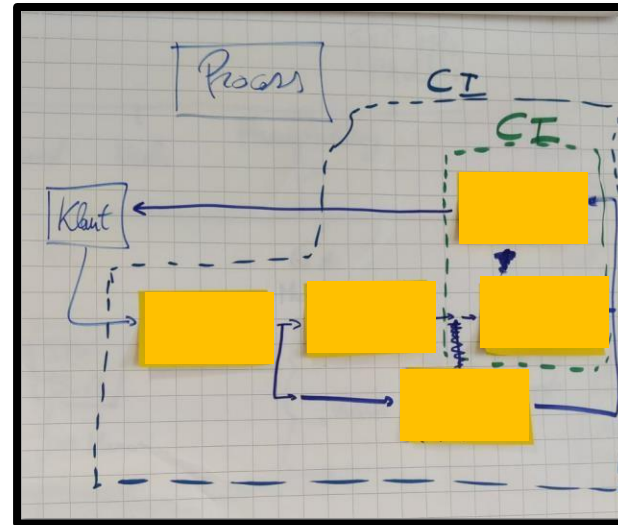
LEAN LEAD
Taking the Lead with Lean

Stap 1 – Bepaal Scope

Start met 'Voice of the Customer'



Bepaal High Level Proces



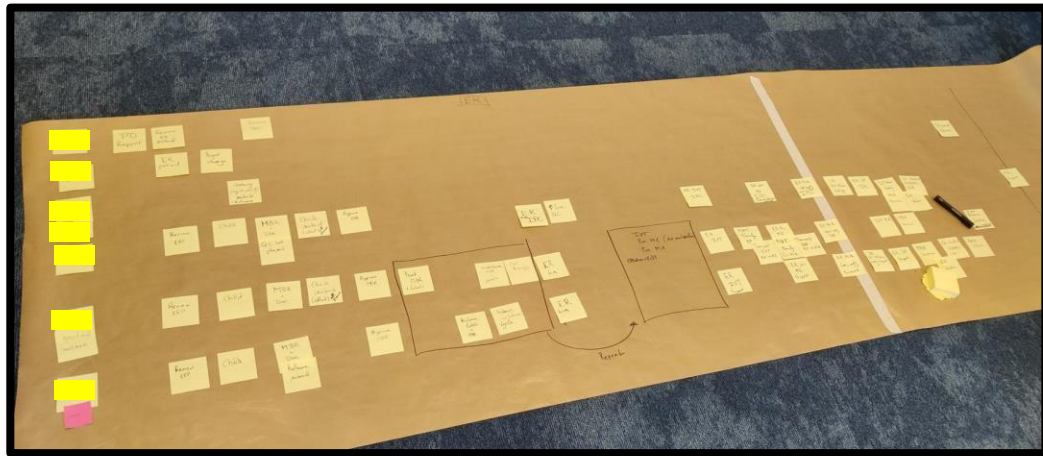
** Keuze bepaald door Cirkel van invloed van Verbeterteam*

Bepaal Scope via SIPOC



Step 2 – Bepaal Current State

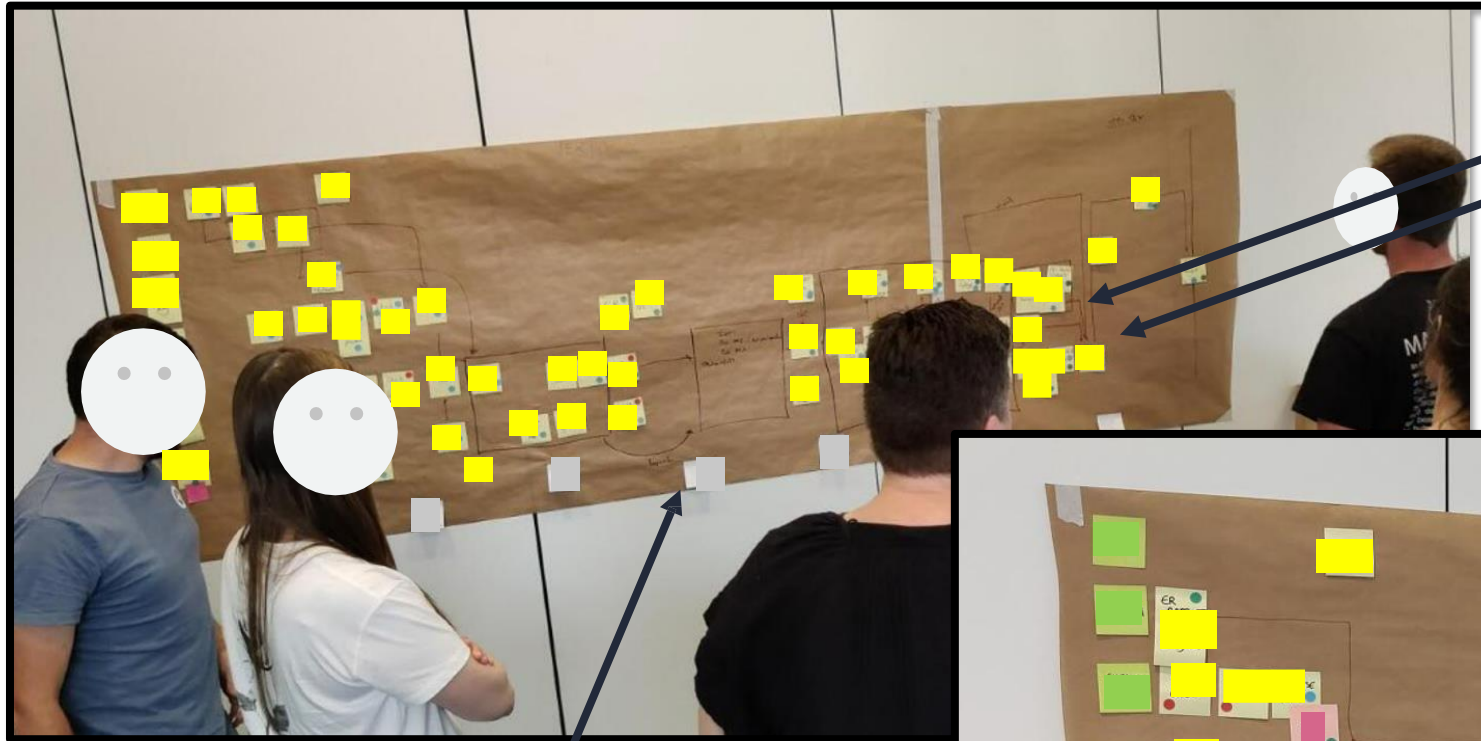
Team 1 – Proces 1 – Engineering Run



Team 2 – Proces 2 – GMP Run



Stap 3 – Bepaal Kritisch pad voor de Doorlooptijd

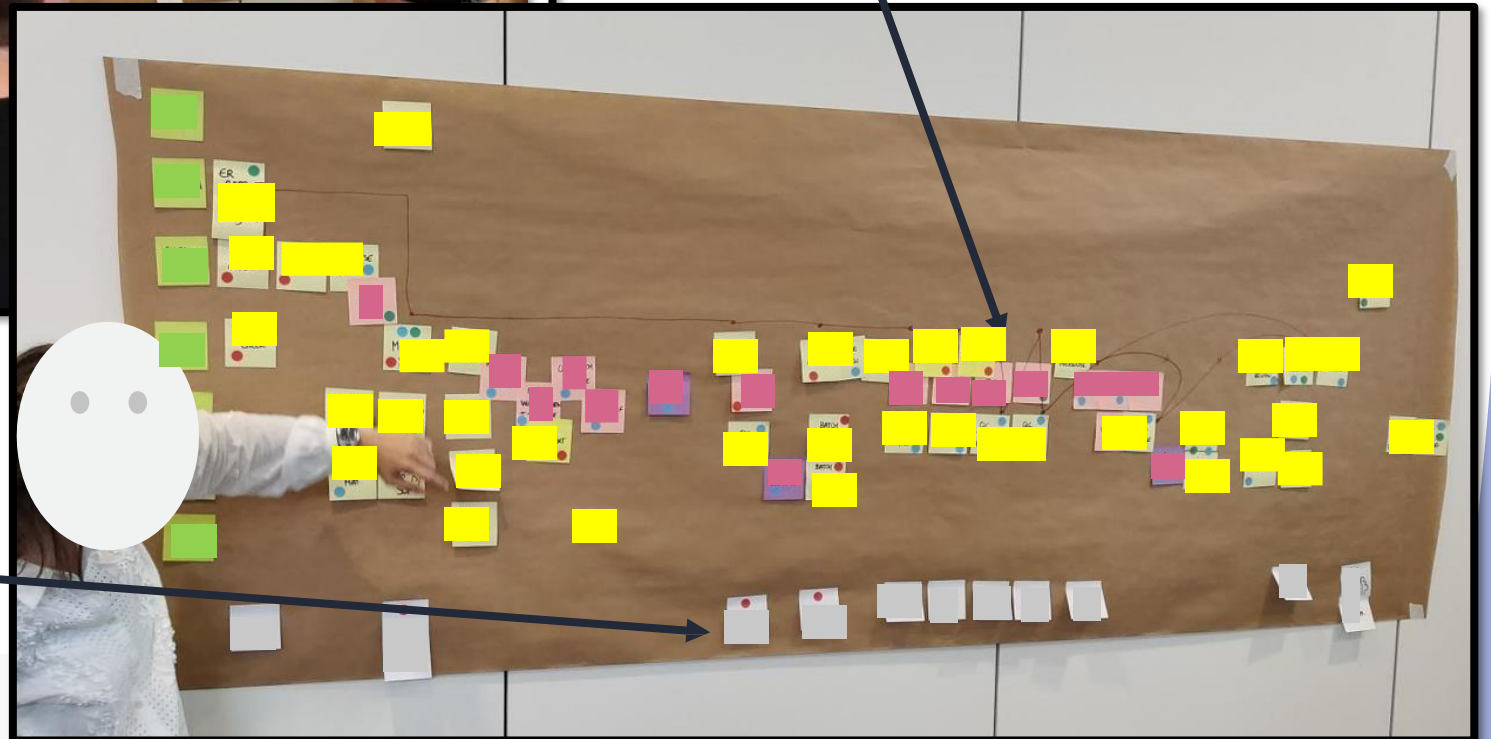


➤ **Met rode stift: kritisch pad**

➤ Met Groene/Blauwe/Rode bolletjes:

- VA 
- BVA 
- NVA 

➤ Bepalen van gemiddelde doorlooptijd per blok



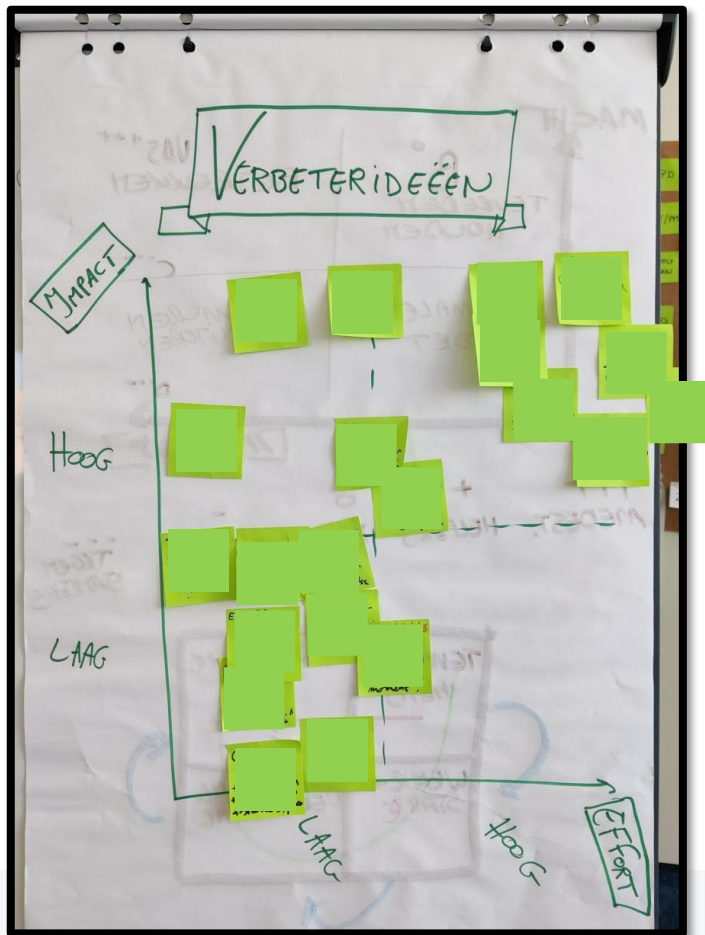
Stap 3 – Bepaal pijnpunten

- Rode Post-it = Pijnpunten via bevraging aan de groep



Stap 5 – Brainstorm Verbeteringen & Future State

- Doe een Brainstorm en priotiseer verbeterideeën via Impact-Effort Matrix



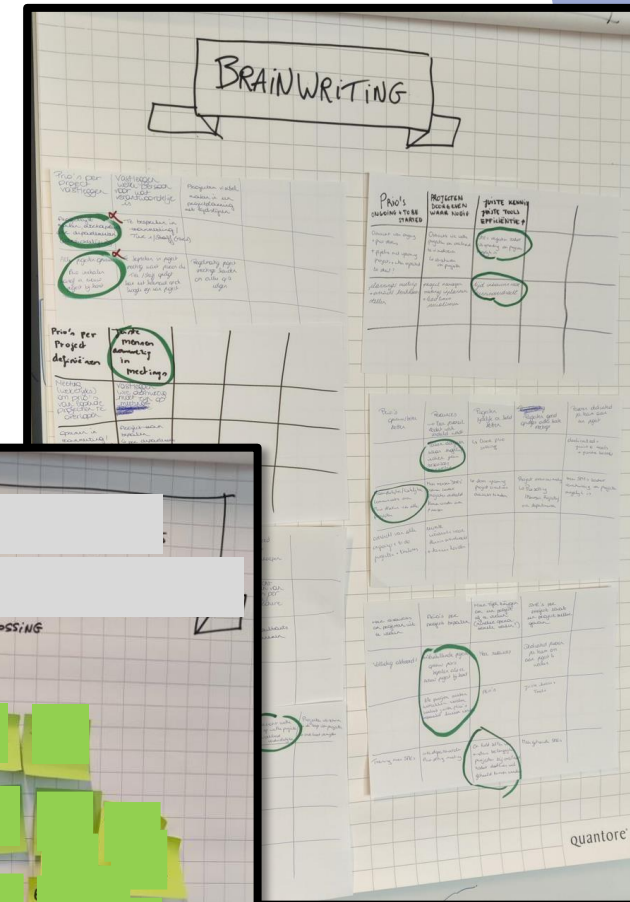
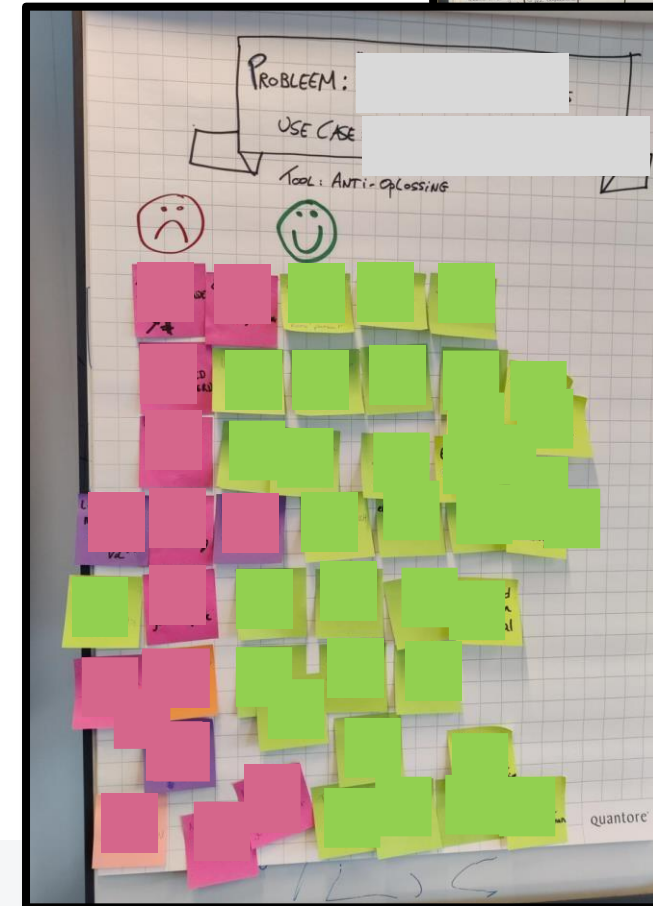
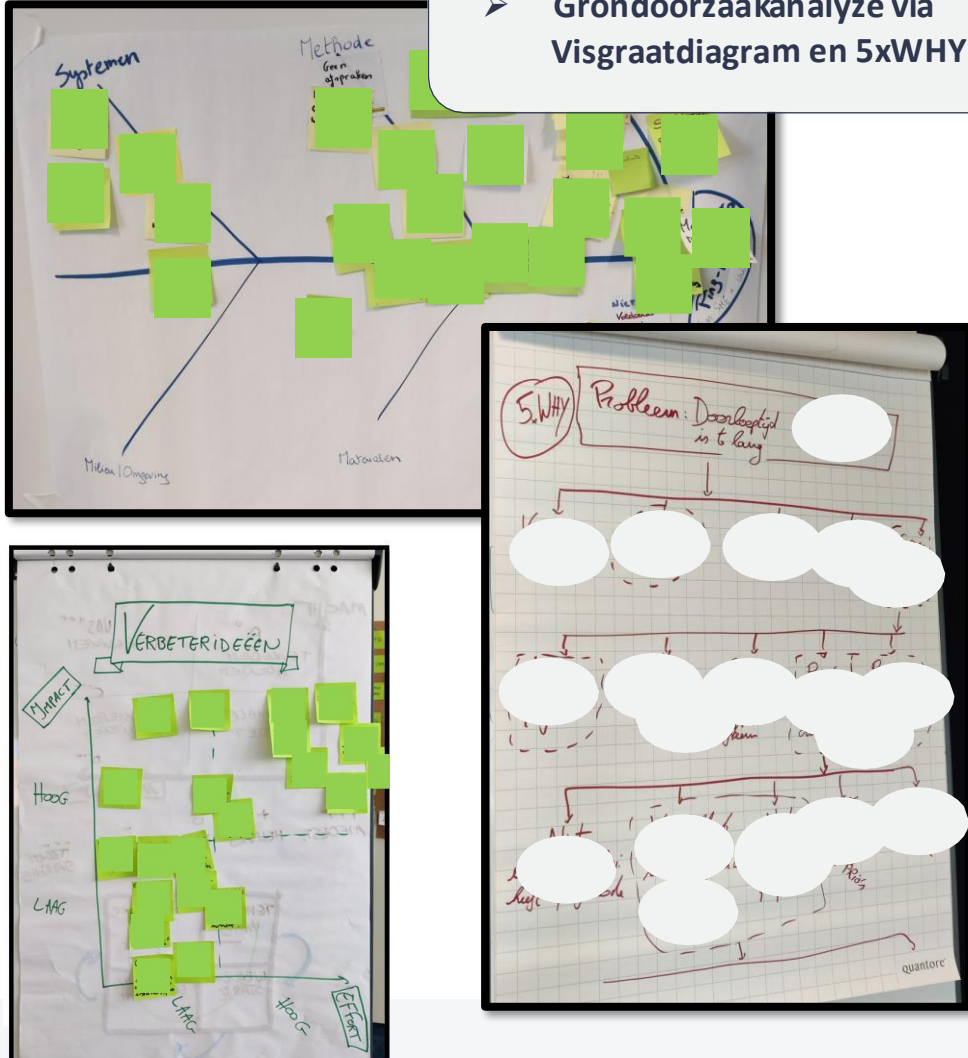
- Oefening op één deelproces: Current naar Future State + TODO



Stap 6 – Bepaal Actieplan en doe grondoorzaak analyse

- Verbeteracties uit Brainstorm
- Grondoorzaakanalyse via Visgraatdiagram en 5xWHY

- Brainstormtechnieken voor mogelijk verbeteracties (Brainwriting en Anti-Oplossing)

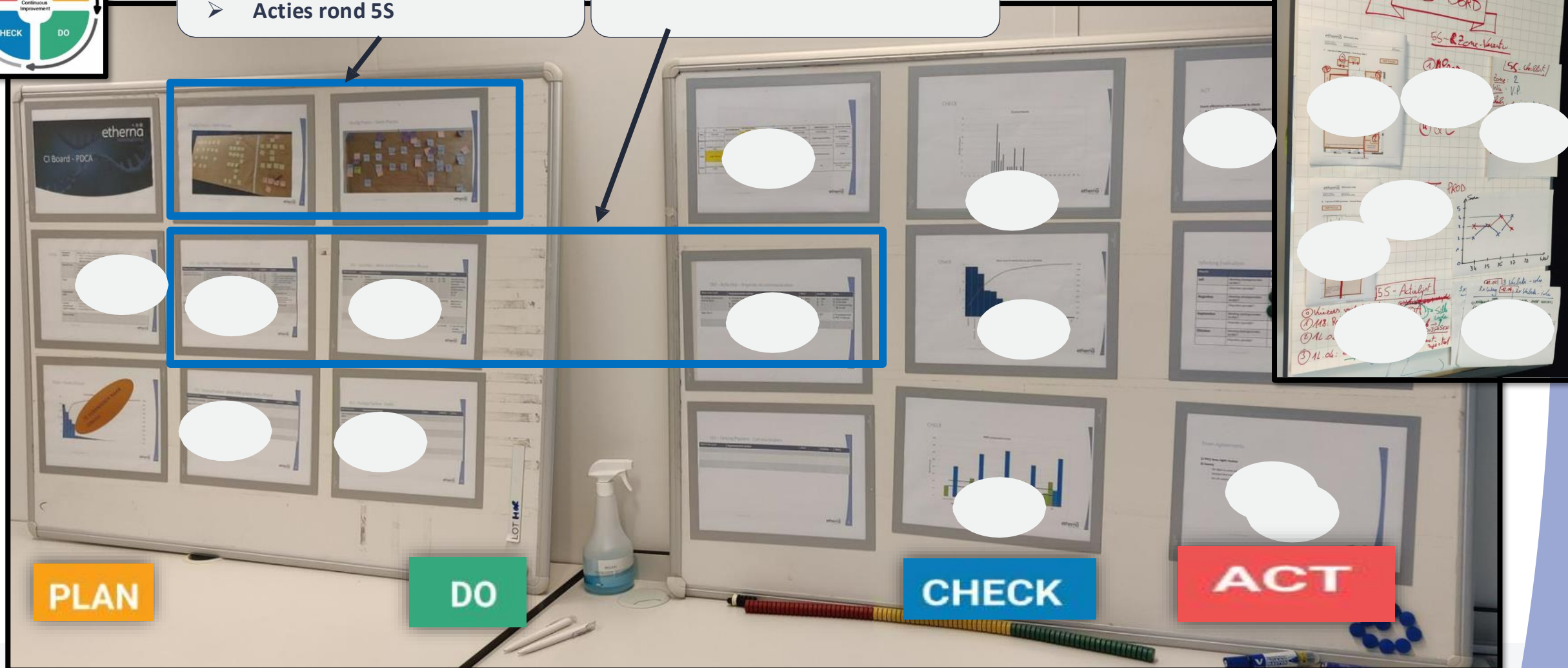


Stap 7 – Implementeer en verbeter continu (via Plan-Do-Check-Act)

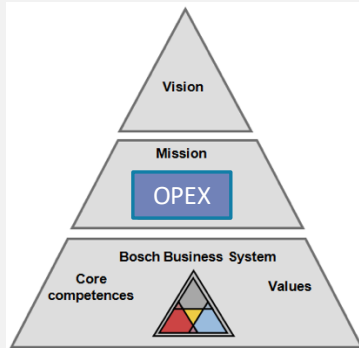


- Proces-Swimlane
- Pareto-analyses
- Acties rond 5S

- Actielijsten per CI-Project



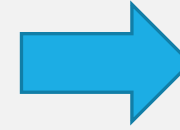
Working on the right processes & focus Topics



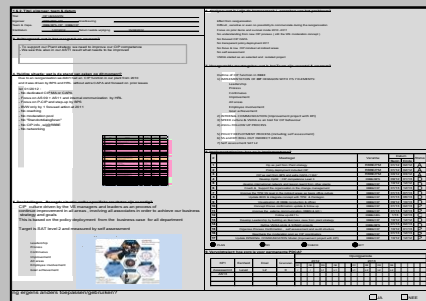
Be Better



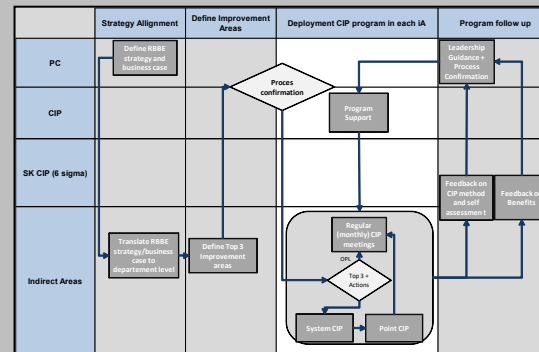
CIP



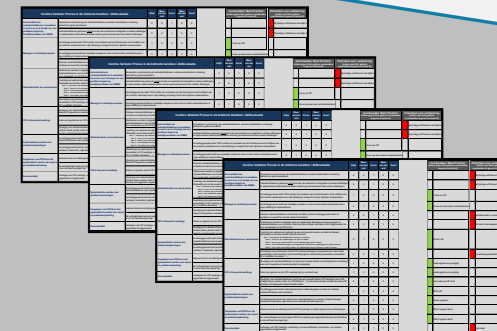
Business Excellence
Focus on CIP



A3



CIP process



Department SAT

Which result was intended?

- Culture Change by Implementation of a guided **CIP** hexagon Process :
 - Leadership
 - Process
 - Continuous
 - Improvement
 - All areas
 - Employee involvement
 - Goal achievement
- Policy Deployment Process indirect areas
 - >90% coverage and min: 1 / max: 3 improvement topic/department
- CIP self assessment > ED target



Which benefit was realized?

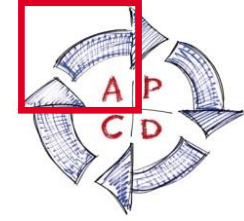
Increase associate engagement (bottom up approach)
Culture change @ Office

100% Policy Deployment at department level (15)
95% TOP 1-3 topics
88% Regular CIP meeting

SAT > TARGET

> 40% Complexity and LT reduction
Total : 624.000 saving

What did we learn?



- Strategy Translation to effective department focus topics is key
- Improvement topics are not always cost related and difficult to track by improvement KPI
- Improve Problem solving Lead-time +/- 6M ->3M
- Define clear PDCA/A3 responsibility and get commitment
- Improve recognition and celebration from good practice
- Get CIP best practice and expert from outside for new energy and expertise
- **Risk to focus on project and not at CI culture**

1 Self-organization



Original situation
meticulous & careful

2 Team-organization



Associate Survey
CIP in regular meeting
Transition Workshop
Management Dialogue

3 Process-optimization



VSDiA

4 Learning organization



LEAN OFFICE LEADERSHIP : 5 DIMENSIONS

Targets for Lean

- Increase of **customer satisfaction** by focusing on customer needs and demands
- Increase of **associate satisfaction** by involving team members and building team spirit
- Increase of **productivity** by elimination of waste
- Improvement of **collaboration** within the organization



What does “Lean” mean? – 5 Dimensions

Processes

- Effective & efficient
- Transparent
- Customer-oriented



Team performance

- Team efficiency
- Transparency of work flow
- Quick escalation path



Customer needs



Mindset

- Customer oriented
- Leader aligned with employees
- Intensified teamwork



Organization & Skills

- Organizational Structure within teams
- Management of competences within teams



**Find main levers
to improve**

**Define what and
how we improve**

New working culture

Self sustaining



**Analysis & design
tools**

Lean elements

Lean leadership

LEAN LEADERSHIP : 5 DIMENSIONS



Tools : Sit-in & Proces Confirmation

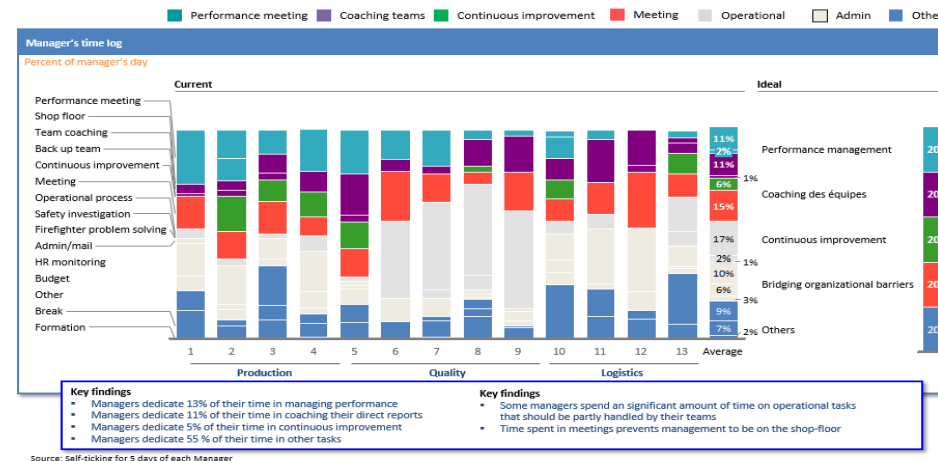
Conduct DILO observations

Day in the life of (DILO)

Date:		
Name:	Department:	
Role:		
Time	Activity Code	Comments
6:00 AM		
6:15 AM		
6:30 AM		
6:45 AM		
7:00 AM		
7:15 AM		
7:30 AM		
7:45 AM		
8:00 AM		
8:15 AM		
8:30 AM		
8:45 AM		



EXAMPLE: Time log analysis shows managers do not spend enough time on Perf. Mgmt., people support and CI



MANAGER -> LEADER



Drive your

BUSINESS



CAPACITY
MANAGEMENT



KEY PERFORMANCE
INDICATORS



CLIENT



TEAM PLANNING



TEAM MORALE



PROBLEMS

Leverage your

IMPROVEMENTS



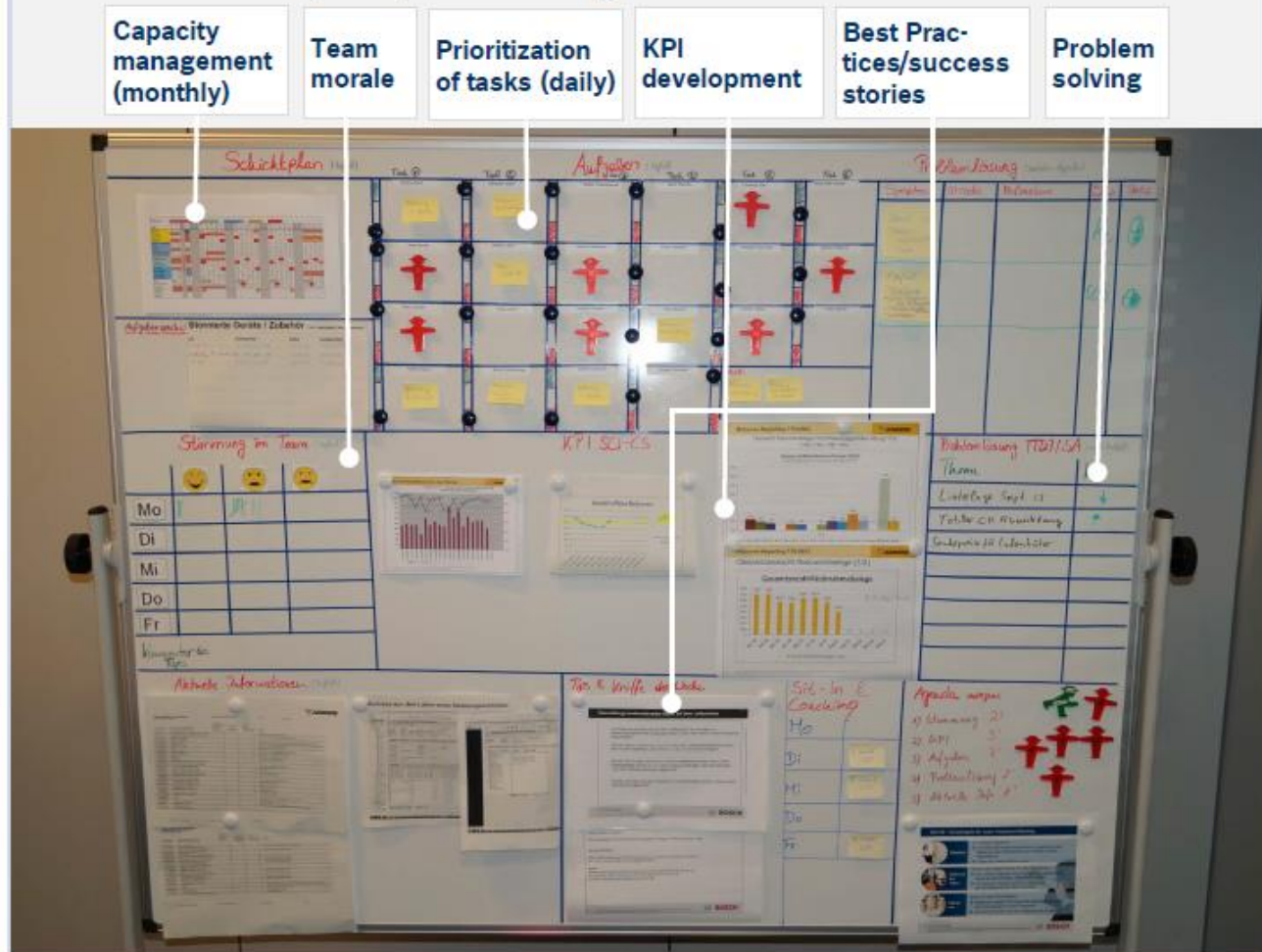
ACTION LOG/
TACTICAL IMPE-
LEMENTATION PLAN



STANDARD
OPERATING
PROCEDURES

Example of performance management activities

Whiteboard for daily shopfloor meeting



Daily shopfloor meeting



Sit-Ins



Structured problem-solving



Performance management activities lead to *higher efficiency* through problem identification, actions definition and priorities alignment

Weekly capacity
evaluation

Team mood

WB agenda
and rules

Daily capacity
evaluations
with main
derivable
/meetings/...

Long term
absence
planning
(e. g. Holidays)

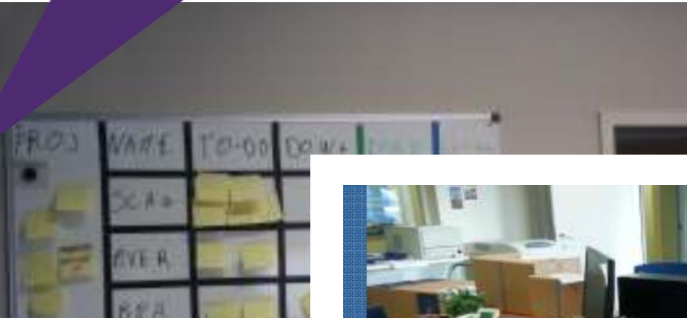
Sit-ins planning
(when; who)

KPI
performance

Open Point List



The result of 2 years
in operations = IT is
using a white board
and post-it!!



Daily
priorities

Monthly
tasks to level
workload

Workload
per task

LEAN OFFICE LEADERSHIP

Lean Office – what does it mean?

Reducing unnecessary work (“waste”) and at the same time gaining more space for value-added activities

But it is about far more than just increasing efficiency.

Lean management provides managers and associates with new tools which both groups will improve

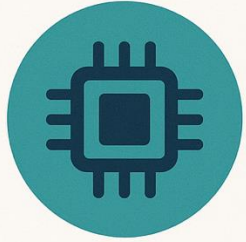
Associates actively address problems,

- > resolve them within the group,
- > share their knowledge with each other
- > managers benefit from greater transparency,
- > gain a better understanding of the tasks undertaken by their team
- > appreciate their potential and constantly develop them



LEAN AI

=



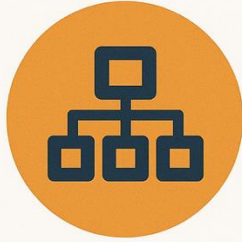
TECHNOLOGY

×



BEHAVIOR

×

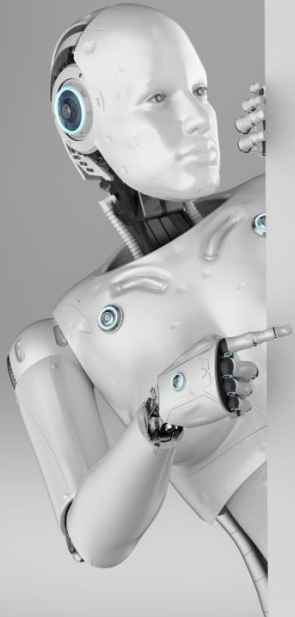


MANAGEMENT

The AI Revolution Comes to Lean Office

AI eliminate the biggest sources of waste, those that were previously invisible or too complex to address. Whereas traditional automation could only follow strict, predictable rules, AI can handle unstructured data, recognize patterns, and independently improve processes.

1. Eliminating Waiting and Searching (Information Stock)
2. Preventing Errors and Corrections (First Time Right)
3. Automating Extra Processing (Overprocessing)
4. Optimizing the Value Stream (Process Mining)
5. Leveraging Human Talent (From Data Clerk to Problem Solver)



Getting Started with AI

AI enhances Lean

but your team needs to put it into practice

AI... CONTINUOUS IMPROVEMENT