

Why is the world going Lean?

Because it works!!

Who am I?

- ***Enterprise Ireland, Competitiveness Department***
- ***EU Japan Centre for Industrial Co-Operation***
- ***European Benchmarking Network***
- ***Advisor Internationally on Benchmarking and Best Practice***
- ***Trinity College Dublin, Business School***
- ***Author***

Lean is a Contradiction....to most..

Doing More with Less....

Less Money

Less People

Less Time

More Stress

LEAN BUSINESS.....

Why Lean?

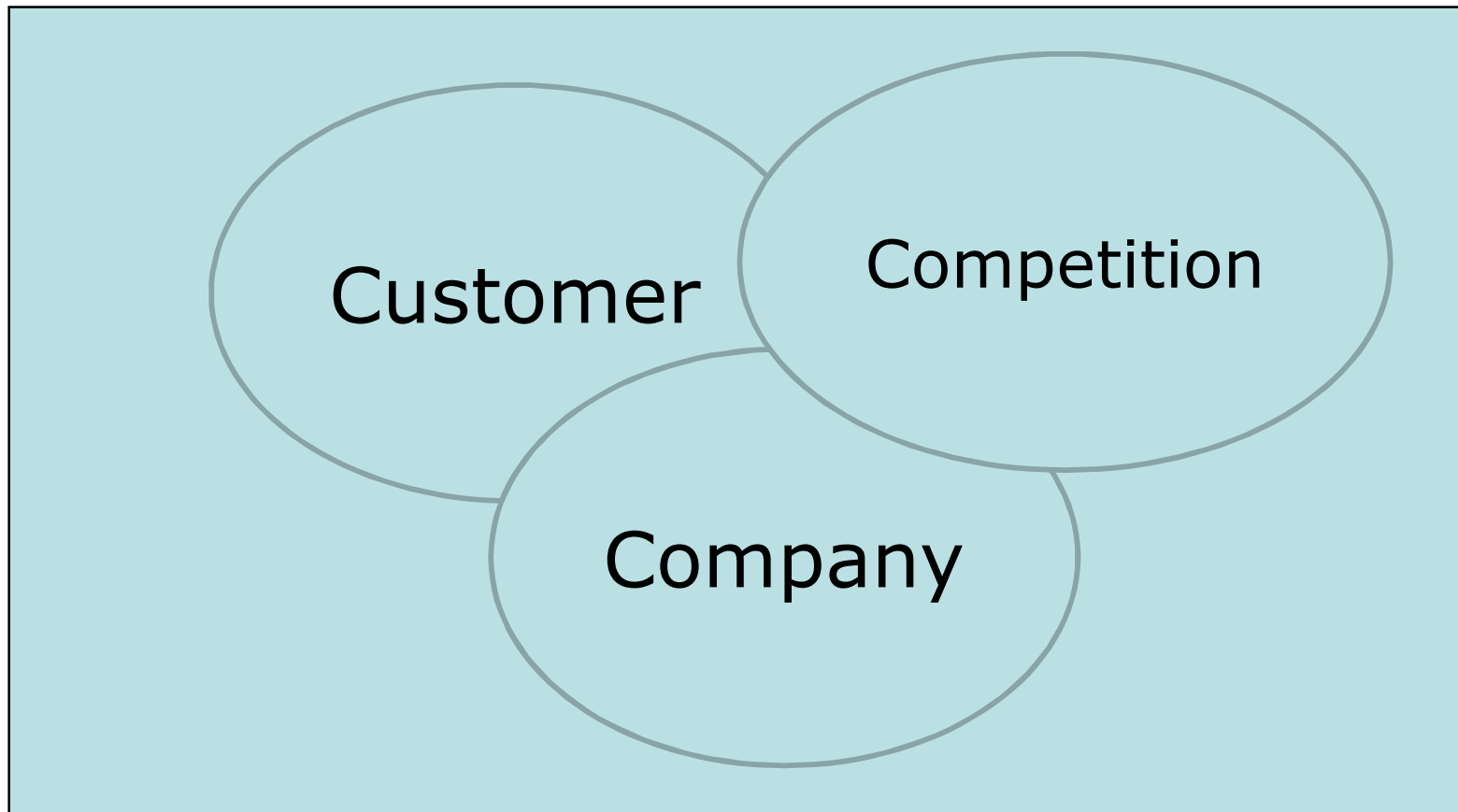
- Economic environment
- Competitiveness Issues
- Global competition

- The alternative
 - Doing Less with More, but for how long?

- Need to INCREASE Productivity!
- Survive Today & Prepare for Tomorrow.....Toyota

Focus on Creativity

- People Centred Approach



Setting the Challenge

- Money is scarce
- Talent is expensive
- Knowledge is King
- Speed is essential
- Excellence is fundamental

So, how do we need to respond to meet these challenges as leaders?

Set the Expectation!

Where are we going.....

- Tell people what is happening
- Share insights gained from customers
- Explain what is needed
- Outline plans to achieve this
- Ask for support, suggestions, current issues
- Develop action plans and timelines

Motivating People

- Its impossible.....

Rich Teerlink, former CEO Harley-Davidson

- Can't motivate people
- They must motivate themselves!
- Can't demand people to be happy
- Can define acceptable behaviours

Most people understand basic company ethos

AND subscribe to it!

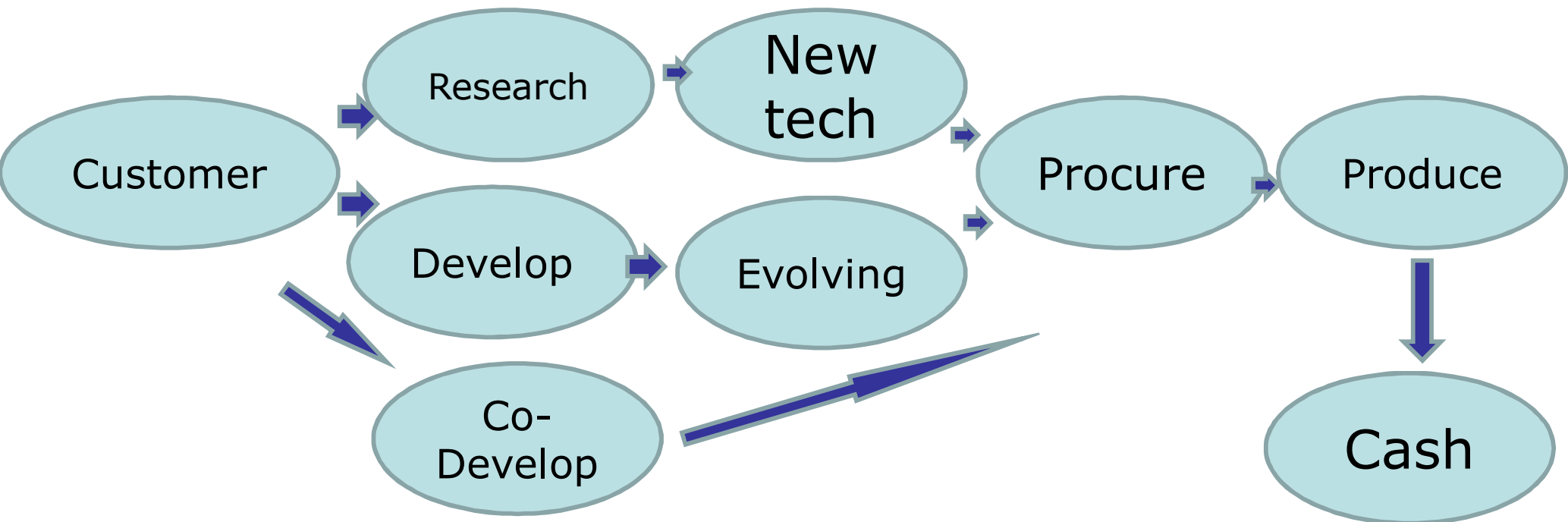
They want to survive and prosper.....but how?

SHARED values and Value System

Lean Creativity

Part of Innovative Business Approach

- Lean tools into the creative process
- Its no longer an option
- Lean Business is essential



Lean Transformation Process

- Quicker
- Better
- Cheaper

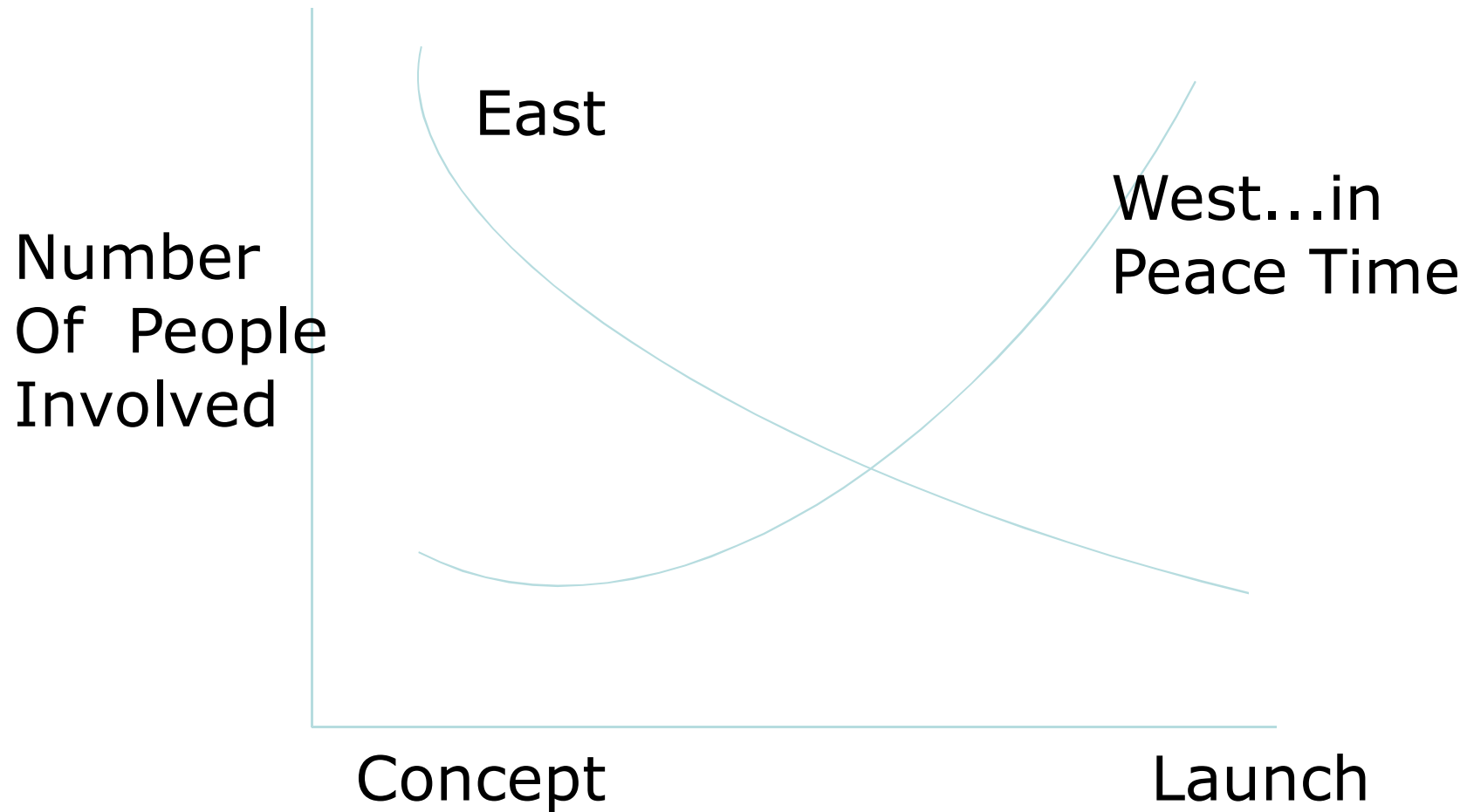
- Together

Need to increase PACE and Effectiveness of Development and Delivery process – Along Full Supply Chain –

Not Just Internally

Not Just Design

Use of People.....



P51 Mustang

Board to Air – 117 days



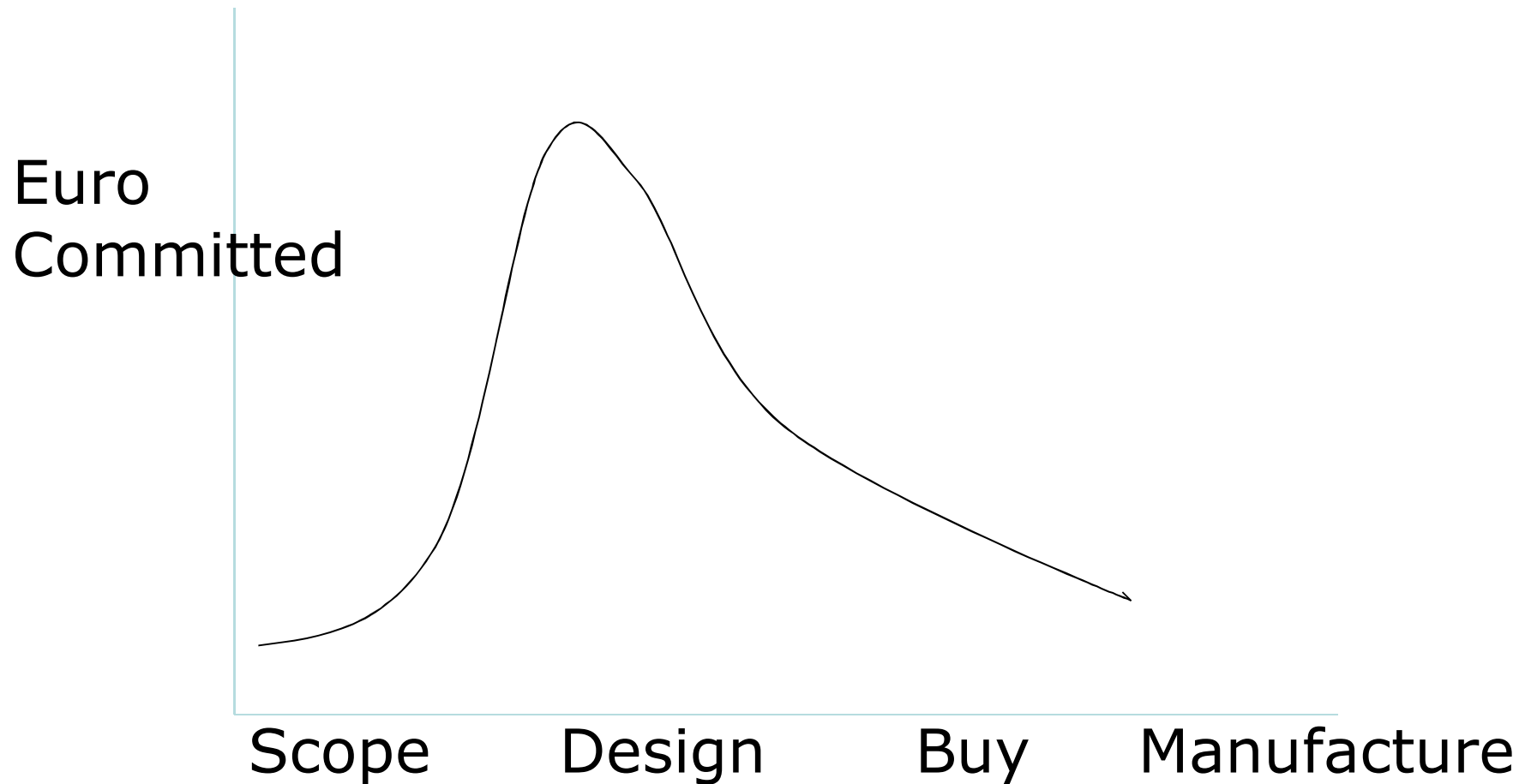
Set based development
Strong project leadership
Proven modules

Concurrent Engineering
Lots of resources
Research based

Benchmarking Efficiency of Creativity

- Increase of productivity of Innovation Process
- Decrease of cycle time
- Decrease of innovation cycle time
- Decrease of costs
 - Of process
 - Of product cost to procure
 - Of product cost to make
 - Of product cost to use
- Decrease risks

When is Cost Determined?



People are the key...

- We need LEADERS!
- Who are the most important people to your business?
- Right people in right places with right challenges
- Challenge the Current....
- Do what is Right!

Irish Lean

- What will work for us?
- In OUR own circumstances?
- We will work towards that.....

How to Deliver?

INVERT THE INNOVATION PROCESS!

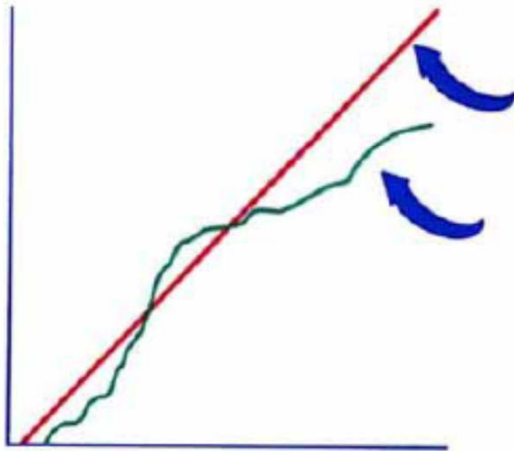
- What does customer need Now?
 - Lower costs of purchase
 - Lower costs of usage
 - Lower costs of maintenance
 - Lower energy
 - Lower waste
 - Lower set-up times.....
- We are in times of change.....need to look at options

How to Deliver?

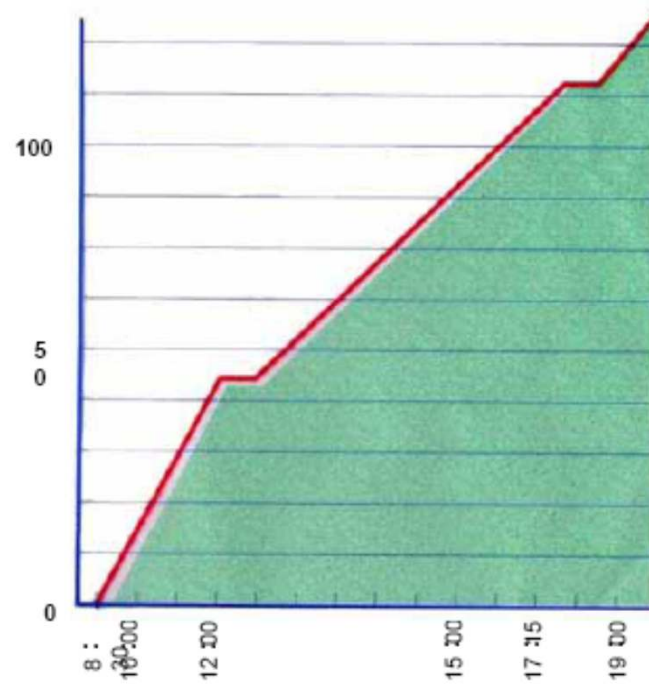
Focus on how you are working now!

- Portfolio profiling
- Sales analysis and feedback
- Prioritise areas for action
 - Concurrent engineering
 - Modular design
 - Design for Manufacture/Use/End of Life
 - Value Analysis
- Challenge across the Business Value Chain – Listen.....
- Process Mapping – Value add
- Process Benchmarking
- Make things VISUAL.....War Room

Pace monitor



Out put



How to Deliver?

“Release the Dogs of War!”

- Entrepreneurial leadership principle
 - Reduce control
 - Increase expectation for initiative
 - Ask them to be more active and engaged- Internal and External
 - Expect.....
- Silent brainstorming

How to Deliver?

Need knowledgeable workforce and Key Suppliers...

- Skills
- Knowledge
- Motivation
- Team working ability
- Commercial awareness

Skills Matrix – Versatility chart

How to Deliver?

When the tide is low you will find something useful on the shore that you wouldn't normally see.....

Crisis is the time for change...

People from production assigned to R&D for product introduction.....

Ishida

How to Deliver?

- This is as good as we can do it today, and as bad as it is going to get....
- Work should not be comfortable-Challenge drives innovation
- Trust your staff to find a better way.....
- Workers can drive incremental change but someone needs to be looking for step change

Toyota

Key Drivers.....

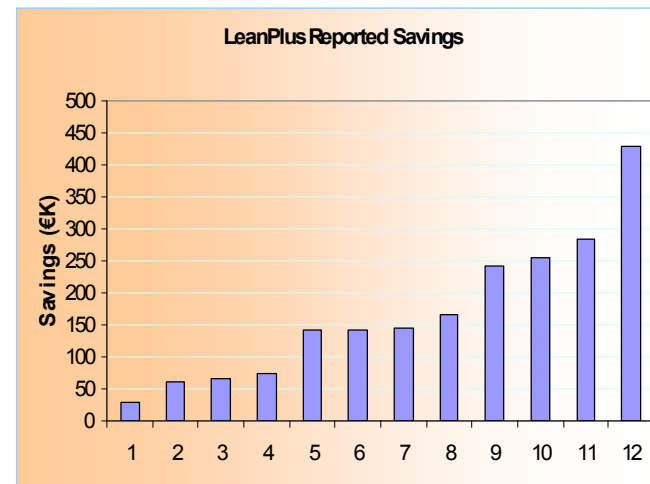
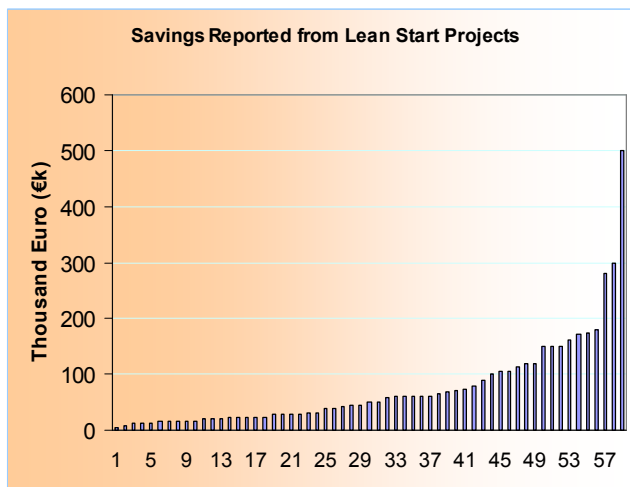
- J D I - Just Do It !
- K D I - Keep Doing It !
- A F R - Absolutely Focused and Relentless !

NOT just on the Production Floor!



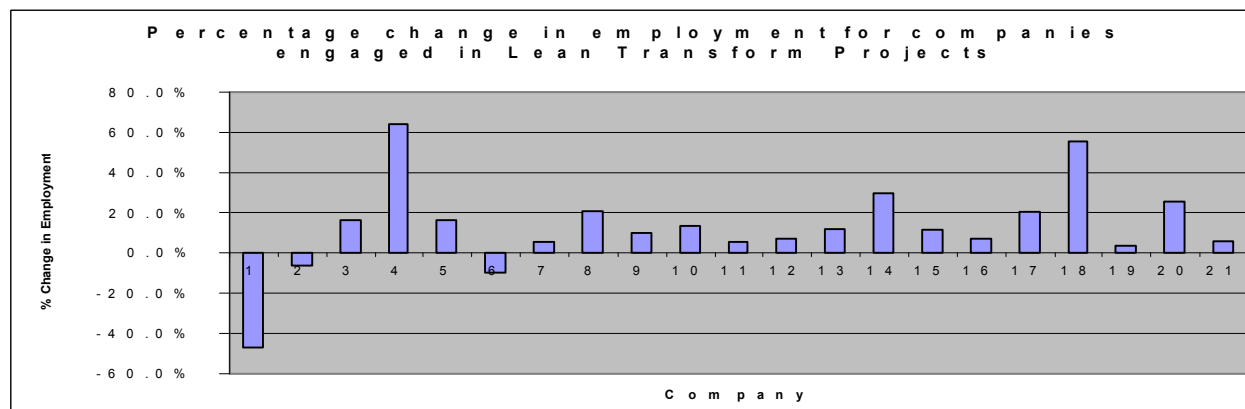
Lean Works - Project Impacts

Savings made



Transform Projects reporting very significant results...

Employment up



Enterprise Ireland Lean Business Offer

	Eligible cost elements	Client costs	EI grant
Lean-Start	'Lean' consultancy fees at €900 per day	€6300	€5000
Lean-Plus	'Lean' (& specialist) training fees Cost of company 'lean project champion'. subject to EI assessment.	Up to €70 k	Up to 50%
Lean Transform	Training fees training costs company staff costs and other costs as may be approved by EI	Typically over €100 k	As set by EI. < 50%

Just because you can't do it doesn't mean it can't be done...



NSAI – SWIFT 11:2013 Driving Competitiveness using Lean

<http://www.enterprise-ireland.com/en/> Becoming Lean
Becoming a Lean Service Company

<http://www.envirocentre.ie/index.html> First Steps to Green Competitiveness Guidebook