

# Case 6a: A European based plastics firm sought to dramatically improve its Innovation capability & output to meet growing market demand

- They had 2 key initiatives underway: (1) Portfolio management project & (2) Project-driven organization (PDO) project.
- Leadership (R&D) also wanted to deploy lean concepts, methods and tools to increase flow & reduce waste. They wanted to start a 3<sup>rd</sup> initiative, called Lean Innovation Process, to analyze their work flows & work processes to identify, quantify & significantly reduce any kind of process waste, defects or inefficiencies that may occur and make changes to key business processes as required.
- The objective was to redesign the processes in a lean & more effective way to allow them to execute their projects faster and with a higher probability of success.
- Their objectives included: (a) enrolment of “customers; (b) focus on “core” projects is used to prioritise effort; (c) increasing their leadership team members capability to guide/facilitate a lean innovation process; (d) use Action Learning (feedback) to optimize the processes and build ownership for the new work processes.
- The R&D leaders wanted it done in a way that is sustainable, achieved early results, was “hands-on” and practical, and promoted learning and skill development in a supportive coaching environment that fully engaged the workforce.

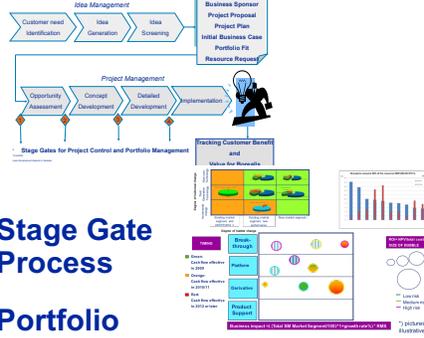


Impact: The Innovation team delivered **22%** throughput improvement in the labs, **€7.5MM** of outside testing insourced, **€14MM** cost savings, significant hiring deferred & believe they decreased PD time by **20+%**

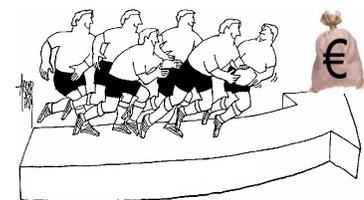
## Always have Customer Focus



## Being clear from the start!



## Remove obstacles and eliminate waste



Project-Driven Organisation combined with Portfolio Mgmt enables the professional execution of Innovation projects cross-functionally

## Always seeking to continuously improve

**Various tools & methodologies**

- Measure financials projects & Standard Work
- Material Flow & Process
- Integrated Planning & Compounding Allocation & Scheduling Process
- Visual Management Weekly Trend

## Being prepared to confront - Kaizen



## Taking our people with us...

### Identified the sources of error and eliminated them



ENROL	ENGAGE	CONFIRM	GO (& LEARN)
<p>Communicate ideas &amp; concepts at formative stage</p>	<p>Consult people who have to make it work &amp; get any issues in open</p>	<p>Address issues &amp; resolve 'show stopping' concerns. Consent to start</p>	<p>"Catch people winning" &amp; seek to continuously improve</p>
<p>Plan &amp; develop details in small groups of senior managers</p>	<p>Present deal from "the brave"</p>	<p>Expect people to answer questions &amp; understand what was meant not just said</p>	<p>Discover constraints &amp; stumble on alternatives that might have been as good. Cope with resistance &amp; eventual resignation to situation</p>