

# 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 - Action based on FACTS

How GOOD are you? How do you know?

- Benchmarking = Diagnosis

Do you DECIDE to get better?

- Lean - Best Practice = Medicine

### Level 3

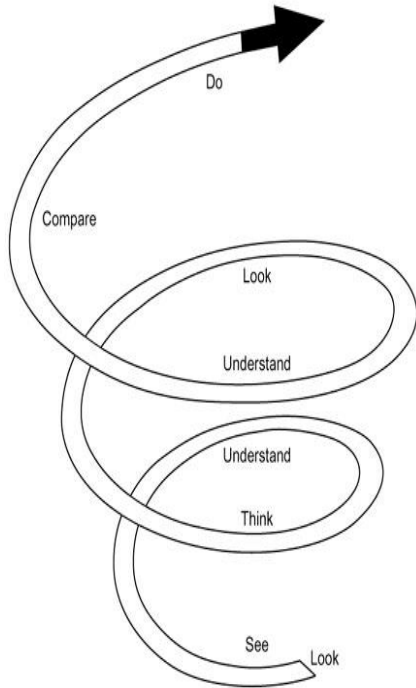
<i>Process Benchmarking</i>	<i>The Five S's</i>	<i>Total Productive Maintenance</i>	<i>Overall Equipment Efficiency</i>	<i>Six Sigma</i>
<i>Business Excellence</i>	<i>Value Analysis &amp; Management</i>	<i>Lean Production</i>	<i>Target Cost Management</i>	

### Level 2

<i>Facilitated Assessment Benchmarking</i>	<i>Physical&amp;Process Flow in the Office</i>	<i>Physical&amp;Process Development</i>	<i>Production Control Systems</i>
<i>Saving Time in the Workplace</i>	<i>Maintenance</i>	<i>Practical Quality Tools</i>	<i>Team Building &amp; Culture</i>
<i>Sales and Growing them</i>	<i>Financial Management</i>	<i>Supply Chain &amp; Logistics</i>	<i>Innovation&amp; Design</i>
<i>Business Strategy</i>	<i>Implementation</i>		

### Level 1

<i>Self Assessment Benchmarking</i>	<i>Physical Flow</i>	<i>Process Flow</i>	<i>Set Up Time Reduction</i>
<i>Check Sheets</i>	<i>Run Chart</i>	<i>People &amp; Teams</i>	<i>Basic Maintenance</i>



# What do we mean by Lean?

- Lean is shorthand for Best Practice within a sector
- Helps People identify and deliver improvements in their businesses
- Provides a framework for competitiveness improvement by building the capability and competences of people
- Driving and integrated into company strategy

# What is Lean?

- Based on the Toyota Production System
  - Focused on Effectiveness and Efficiency
  - Doing the right things well!
  - A War on Waste!!!
- 
- What is the alternative?

Lean is doing what you do....

***QUICKER***

***BETTER***

***CHEAPER.....TOGETHER***

# Some Lean Principles....

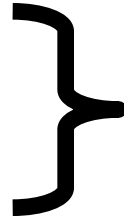
- Time
- Money
- Effort

***Must want to compete.....***



# Rules

1. Fairness
2. Firmness
3. Consistency



Dealing with People

4. Look
5. See
6. Understand
7. Think
8. Do



Dealing with Processes

# Five Fundamental Lean tools.....

- Process Mapping
- Physical Flow mapping
- Check Sheets – What is going wrong?
- Run Charts – Is it getting better or worse?
- Teams – People working together to improve their business

# Key Lean Questions.....

- What are you doing?
- How are you doing it?
- Why are you doing it?
- Who is going to improve it?
- When?

***Capture the FACTS!***

***Make things better.....***

# *NOT just on the Production Floor!*

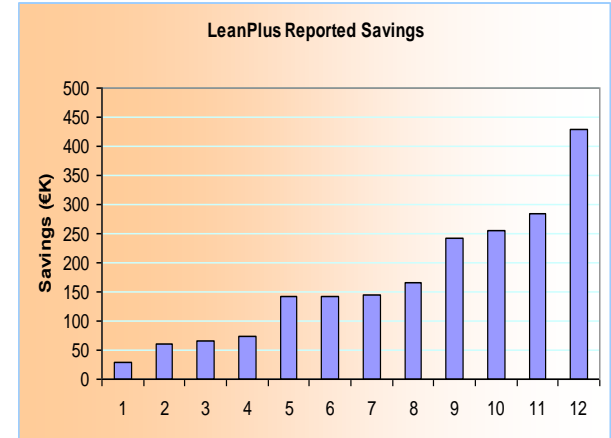
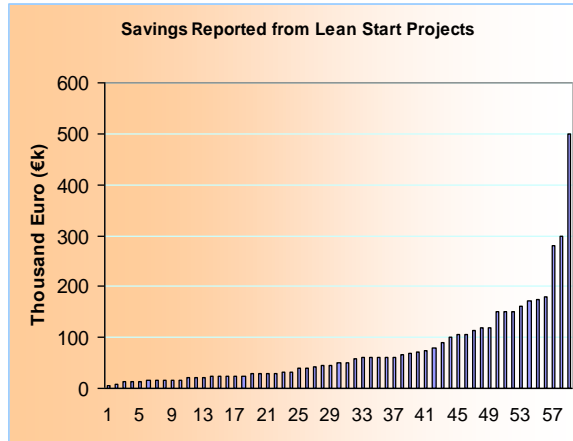


# Enterprise Ireland Lean Business Offer

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

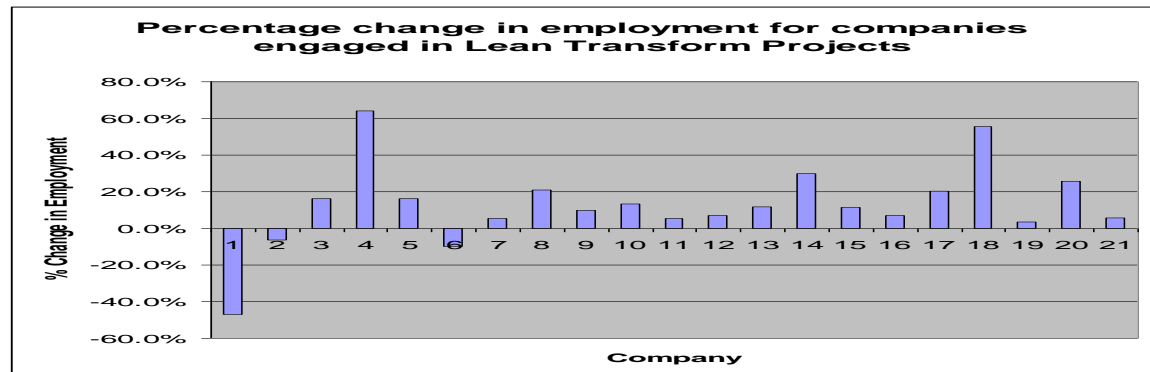
# Lean Works - Project Impacts

Savings made



***Transform Projects reporting very significant results...***

Employment up



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



<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