

Lean in Ireland

Future in Pharma Conference
Aviva Stadium
February 2015

Lean is doing what you do....

QUICKER

BETTER

CHEAPER.....TOGETHER

Some Lean Principles....

- Time
- Money
- Effort

Must want to compete.....

Rules – Respect & Challenge

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.....

Level 3

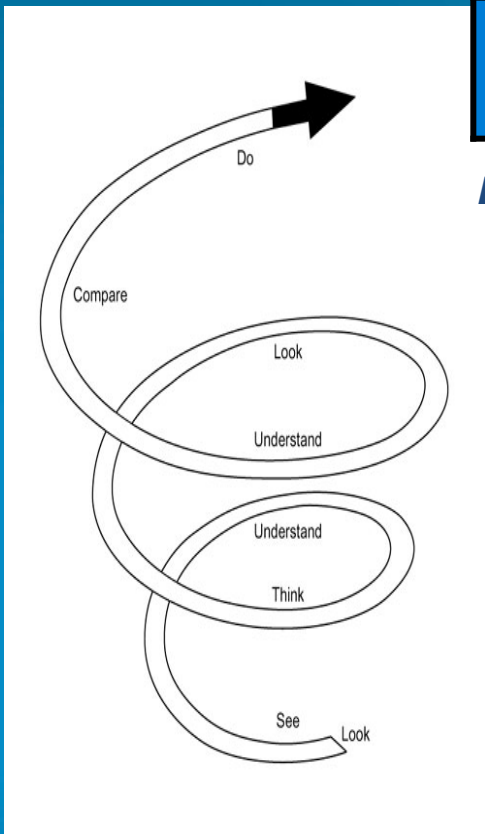
<i>Process Benchmarking</i>	<i>The Five S's</i>	<i>Total Productive Maintenance</i>	<i>Overall Equipment Efficiency</i>	<i>Six Sigma</i>
<i>Business Excellence</i>	<i>Value Analysis & Management</i>	<i>Lean Production</i>	<i>Target Cost Management</i>	

Level 2

<i>Facilitated Assessment Benchmarking</i>	<i>Physical & Process Flow in the Office</i>	<i>Physical & 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 & Culture</i>
<i>Sales and Growing them</i>	<i>Financial Management</i>	<i>Supply Chain & Logistics</i>	<i>Innovation & 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 & Teams</i>	<i>Basic Maintenance</i>



FrancoAngeli-Applied Benchmarking for Competitiveness Guida per I titolari e manager di PMI

	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%

NSAI – SWIFT 11:2013 Driving Competitiveness using Lean

<http://www.enterprise-ireland.com/en/>

<http://www.envirocentre.ie/index.html>

Becoming Lean

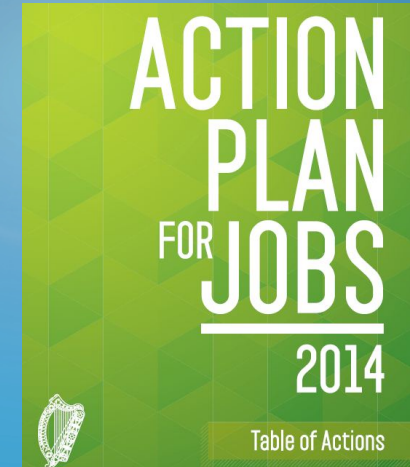
Becoming a Lean Service Company

First Steps to Green Competitiveness Guidebook

Irish Government - Action Plan for Jobs 2014

Disruptive Reforms 2014

- Entrepreneurship
- Export Sales
- National Productivity Step Change
 - EI Response - Lean Business Offer & Supporting activities



2015 Action: Additional funding of €1.5 million for IDA Manufacturing Step Change Programme

Results

633 Projects supported to date:

- **397 Start** **Average Savings +€55k**
- **162 Plus** **Average Savings +€145k**
- **74 Transform** **Significant**

Employment up an average of 11%

25.5% funding rate overall

Product & Service quality up 30%

Delivery adherence up 43%

Sales up 40%

11,426 people trained in programme

3,000 trained after programme

58% appointed Lean Champion

Sales per Employee up €37k =20% Productivity Improvement

FUTURE Of MANUFACTURING

1899 - London - Lord Kelvin

- "Close Patents Office- man has invented everything...."
- We know how to make
- World shares the knowledge
- It is NOT easy but we know. what has to be done
- Working together

Hearts - Heads - Hands World Class Business

- **Engineering**
- **Purchasing**
- **Administration - In Company and Public**
- **Production**
- **Sales**
- **Workers and Management**

Businesses Across the World

- All the same
- All different
- in 2014 worked on
 - Lean Product Development
 - Lean Purchasing
- Lean Global Management Team development
 - Lean Production
 - Lean Sales

Major Japanese Auto Maker

- Have visited 49 times
- Our Taoiseach (Prime Minister) has visited
- Over 1,200 Irish people have visited, workers and management
- Each and every time something, many things have improved
- **SHIN-ken Sho-bu. SERIOUS**

The Future of Business

- is in how well WE DO IT!
- TOGETHER
- A F R. ABSOLUTELY FOCUSED and RELENTLESS