LeanBusiness

change agents

Lean Business is a boutique consultancy specialising in helping clients improve their business performance by developing lean processes and transforming their business operations.

Most companies are finding the business environment evermore challenging. Their customer's needs (requirements) are constantly changing and evolving over time. The competition is working hard to provide products and services faster and cheaper. As a result, most organisations must deliver operational improvements to reduce costs and improve their business performance.

We strive to help our clients "create ever more value for their customers whilst working to consume fewer and fewer resources" (that means less time, cash, human effort, material, equipment and space).

We believe you can transform the operational performance of your organization by focusing on 3 critical dimensions.

 Value

 Visibility

 Velocity

Too often lean is presented as simplistically cutting out waste. A company can improve its profitability in two ways. It can reduce its costs or increase sales. If an organisation can better understand its customer's value this provides the opportunity to develop new products and services, to grow sales and improve profitability. Lean is not just about learning about new tools it is a way of thinking a new mindset.

Our experience has been gained in a range of technically challenging environments including Aerospace, Engineering, Automotive, Sofware & IT Services and Financial industry sectors.

Our approach is to work with individuals, change leaders and improvement teams to provide the skills and experience to deliver sustainable improvements. We provide training in a powerful mix of improvement methodologies; problem solving and creative techniques to transform your business processes.

Our Lean change agents have expert skills at designing and developing lean improvement programmes and projects.

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. . . lean

The Benefits

After applying lean business thinking our customers have experienced improvements and savings in the following areas:

More satisfied customers • Predictable business outcomes • Reduced payment cycle • Supply chain improvements • **Shorter lead-times** • Reduced time to market • Reduced costs • **Faster technology maturity** • Reduced rework • Simplified processes • **Improved business communication** • Projects and programmes delivered faster and on time • Reduced inventories • Design Re-use • The development of an improvement culture • Levelled work demand • Reduced scrap • **More resources**

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improve your **business performance**

Who needs a Lean Change Agent?

Companies who have for the last few years worked hard to improve their processes, you have identified all the low hanging fruit and need assistance moving the improvement process forward.

Many organisations launch improvement initiatives to improve their operational performance. They identify individuals to lead these improvement initiatives. Often these individuals will be given training in lean and other improvement techniques, and will then be expected to transform the operational performance of the organisation. Our experience shows this approach is seldom successful.

Lean improvement requires practice and experience. To change even a relatively small organisation and develop a lean mindset is a significant challenge. Too often the internal resources have not got the time or experience.

Unfortunately delivering improvements and change is very difficult.

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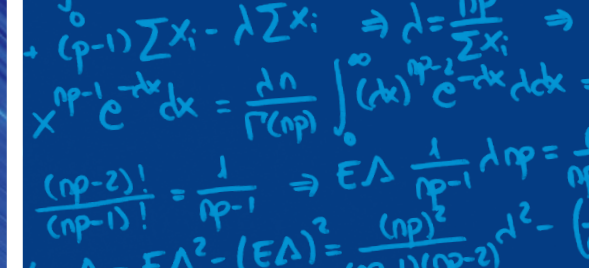
Management and employees of organisations are often **too close to their business processes,** they have developed a **fixed business paradigm** and cannot see how their processes fail to meet the needs of their customers. In addition, inefficiencies and waste go unrecognised and unchallenged. Organisations develop products and services to meet the needs of their customers. These products and services are the result of activities (processes).

Every day your employees work hard replaying these processes. Over time unnecessary activities, errors and mistakes become hidden and embedded in the normal work of your employees.

Lean Change Agents
Our lean change agent service is designed to support and facilitate your improvement programme. We provide an experienced improvement expert to guide your improvement programme, train key staff, provide coaching or facilitate rapid (kaizen) events.

Lean improvement provides a real opportunity to deliver operational improvements.

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...problem solving

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Our Services

Our services have been developed to help our clients improve their business operations. We can work with you to develop lean counter measures for a specific business issue or support the implementation of lean business thinking as part of a wider business improvement programme. If you have heard about lean but are not sure where to start we offer leadership mentoring and coaching, to help you develop your improvement strategy.

Value Definition

We work with key employees to define value for your most important customers. The outcome of this activity is essential to ensure everyone in your organisation has a clear understanding of value for your customers.

Value Stream Mapping and Analysis

We work with your employees to map your business value stream, uncover process problems and causes of delay and waiting. After analyzing your work processes we simplify and then systematically improve them.

Improvement and change should not have uncertain outcomes.

Within your organisation there are functional silos, your business will only be truly effective when these silos are identified and removed.

...visibility

Standardised Work

An essential aspect of lean thinking is standard working, everyone working in a defined way, producing predictable outcomes. We help you develop standardised working practices.

Rapid Improvement Events

We support your business improvement by the facilitation of 4 or 5 day intense improvement workshops, focused at transforming a specific business process or issue and delivering improvement recommendations. These events help your employees develop a lean mindset and practice and hone their improvement skills.

Poke Yoke Blitz

These 1 or 2 day improvement events are about helping your employees fix the causes of problems they face every day, stopping commonly occurring mistakes.

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We have helped a number of organisations successfully deliver lean operational improvements and change.

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Our Services

Lean Training

Too often lean training focuses on lean production techniques even in non production settings. This slows learning and triggers scepticism among training candidates. We can develop customised training courses and teach your employees the basic concepts and techniques appropriate to your operational processes and to support your lean improvement. We will train your employees in standard lean counter measures they can deploy within your business.

Set up reduction

Within your organisation how much preparation and set up is required to carry out value adding work? We analyse your processes and deploy lean countermeasures to reduce the set-up time and speed the delivery of value adding work.

Lean is a holistic approach to business improvement where companies develop an agile culture creating and delivering the highest customer value, focusing not only on delivering today's solutions and services, but building the capability to deliver the challenges of tomorrow.

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Solving business problems
Our lean experts have experience working in a range of business environments and consistently deliver improved operations. Our Lean experts are trained in change management techniques essential to ensure "buy-in" and sustainable improvement and change.

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What is Lean Business Thinking?

1. Value: Everyone in an organisation must understand and focus on what your customers care about and are willing to pay for, eliminating any activities that do not deliver value towards the needs of the customers.

2. Visibility: Everyone in an organization should have a clear understanding of the business value stream, and the decisions that impact the value stream. Everything should be visible, nothing should be hidden. Everyone must clearly understand the priorities of the business.

3. Velocity: Value adding activities in a business must operate without interruption and delay. Everyone in an organisation should focus on systematically eliminating the causes of delay and waiting.

We offer our clients a variety of change agent services to support the development of this mindset we call lean business thinking. If the employees within your organisation can start to develop a lean business mindset your costs should reduce, you will deliver products and services quicker, your customers will be more satisfied. Our clients have found   lean business thinking helps them establish new products and services faster, deliver more value to their customers enabling them to grow sales and profitability.

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Important Definitions

Value
The thing your customers care about, and maybe is willing to pay for.

Waste
Any activity that consumes resources without adding value is potentially waste. Common wastes include corrections, approving, searching, walking, batching, waiting, rework, progress chasing.

Value adding work
Any activity you perform that is towards the need of your customer. Any activity that transforms or changes something towards the need of your customer, and is completed right first time.

Efficiency
Is doing the "thing" right

Effectiveness
Is doing the "right" thing

Innovation
Is doing "new" things

...consulting

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Where is lean business thinking applicable?

Our experience has been gained working with leading technologies in some of the most challenging industries.

Any organisation can apply lean business thinking to their processes. We have worked with clients in a variety of industry settings. We have supported the application of lean business thinking to a range of business activities.

We believe the best way to apply lean is in a holistic approach developing a lean business thinking culture, but many of our clients have achieved significant benefits applying lean thinking to a specific business issue or operational problem.

Lean Development (hardware and software)

Development processes usually involve transforming customer's requirements and information along a value stream. Critical to successful development is ensuring the right information in the right place at the right time. We have helped clients develop lean development and engineering processes bringing new products and systems to market faster and more effectively. The application of lean techniques can improve the capture and communication of design requirements. Development activities are often a series of design iterations. Lean development processes ensure fast feedback removing design inventory making your development Value Stream more visible, ensuring a clear understanding of development decisions and outcomes. Our techniques help you identify the information queues and bottlenecks that lead to waiting that slows the development process. Lean thinking can stop your design processes wasting resources reinventing the wheel by ensuring design re-use.

... applications

Lean Supply Chain Development

It is important to recognise that outsourcing can provide lean levers for improvement. Outsourcing providers offer a range of potential advantages

- Process expertise
- High investment in core processes
- Access to lower cost resources
- Increased economies of scale
- Scalable resources

These benefits will only be fully realised if external suppliers are truly embedded in your business value stream. It is important to recognise the costs of your suppliers are your costs. Poor or unnecessary processes cannot be hidden by passing them to external suppliers.

We will work with your staff and supply chain partners to identify improvement opportunities. We will guide the implementation of supply chain countermeasures to improve the critical interfaces and speed your supply chain processes.

Lean Manufacturing and Production

Lean can be applied to production processes where material is transformed along the value stream into finished product. For too long businesses have developed processes around their ERP systems. This has driven an increase in non value adding activities and increased material inventory. We apply lean techniques to help you synchronise your production processes with your customer demand. This reduces inventory and defects, speeding the flow of processes and shortening lead times.

Lean Back Office

Within your organisation there are a series of non customer facing, but business critical processes. It is essential to simplify these processes and minimise the resources they consume.

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Lean Business Thinking Steps

1. Define your goals and objectives

2. Initial review
   a. Define value (capture and analyse the Voice of the Customer)
   b. Identify areas for improvement

3. Detailed diagnostic
   a. Map the existing processes
   b. Analysis - Identification of root causes process problems

4. Development of solutions and lean countermeasures

5. Implement and formalise solutions

Any Lean improvement requires the involvement and participation of the Value stream owner

. . . . collaboration

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