



Lean – A Sustainable System of Continuous Improvement (CI)

Introduction

In this paper Jeff Williams, Head of Food and Drink Sector at S A Partners, communicates the importance of building business-wide sustainable systems of Continuous Improvement (CI), which goes beyond the traditional focus on operations management and manufacturing.

The paper is based upon a presentation Jeff delivered to a sector based, senior management audience at a major food retailer's annual supply chain conference.

He explains what 'real Lean' is, how it needs to be implemented, and why it often fails.

The paper provides insight into the successful and sustainable implementation of Lean, and the components that drive successful business strategies.

The full version of this presentation can be listened to or viewed at:

<https://sapartners.com/implement-lean-ci-successfully-jeff-williams/>

Why is this message important to you?

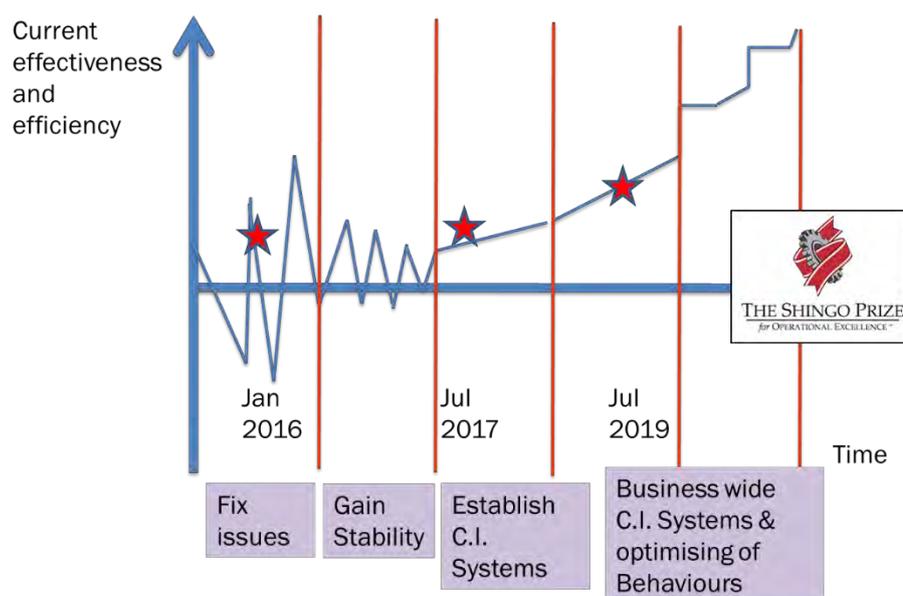
Lots of Food companies assume "lean" is all about Manufacturing and consists of a load of tools and techniques

Whilst undoubtedly applying Lean Manufacturing will give some benefits, it will never be sustainable in the long term because:-

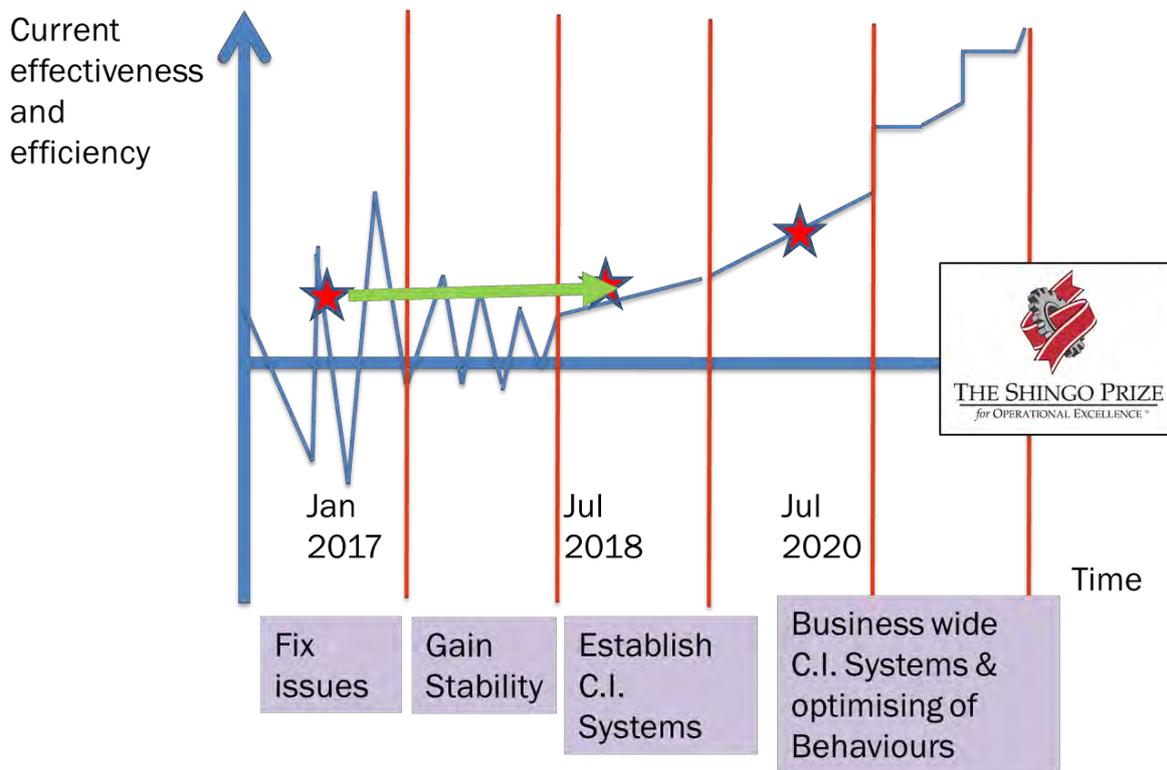
- Manufacturing/Operations are only a part of a business
- A lot of issues within Manufacturing/Operations have their root cause in other areas
- You never achieve engagement with the Lean Improvement journey outside of Operations

Let's explore further

What does your Lean journey look like?



By its nature, Lean Manufacturing will only get you here!



A car analogy

Looking after and optimising the car engine (i.e. Manufacturing) is just one part of looking after and optimising your car (i.e. the Business!)

You cannot optimise the car performance JUST BY looking after the car engine



Key “BLOCKERS” to achieving a holistic and sustainable Lean Journey

Lack of understanding and engagement from senior team

Lack of understanding and engagement from non-Operational Functions

An approach to Lean Manufacturing that self-fulfils just doing Lean in Manufacturing

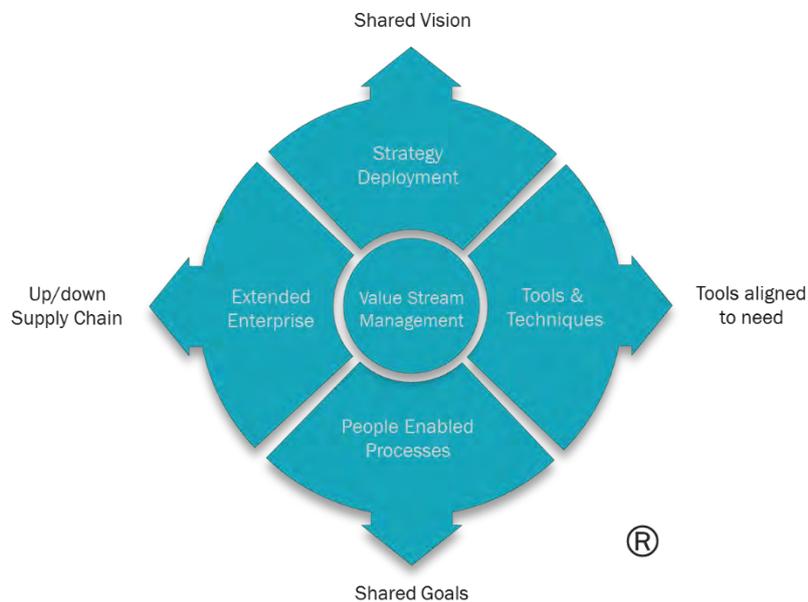
Not having a Business wide 3 to 5 year Lean vision and strategy

Not having a Business wide 12 mth Lean Roadmap

No burning platform to take Lean outside Manufacturing

What we find is typically missing?

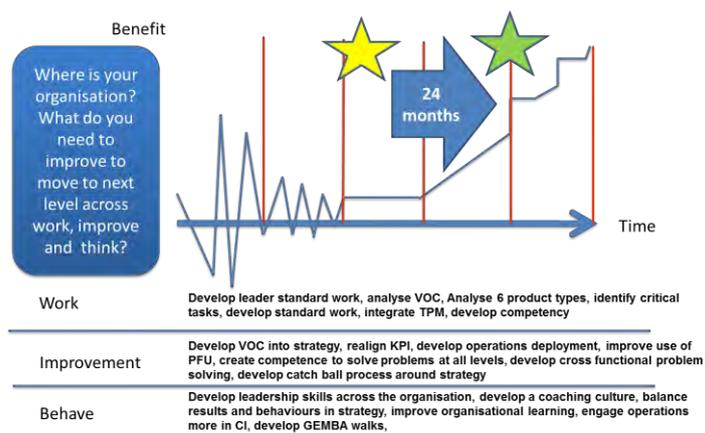
1. Lack of understanding of holistic Lean Thinking



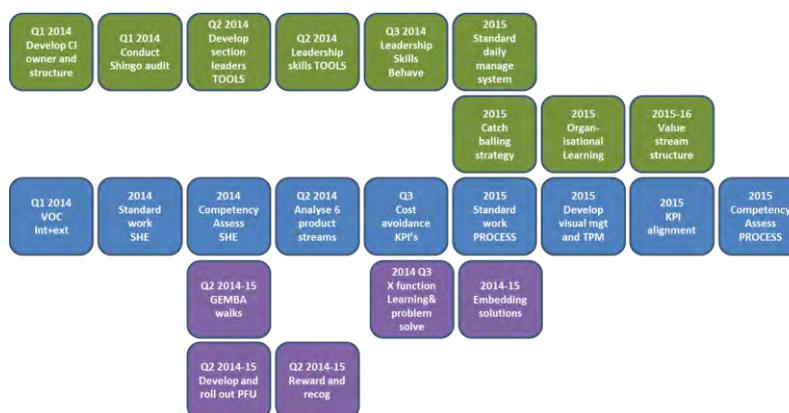
2. Lack of a Business-wide Lean Maturity Assessment

S.A Partners		Lean Business Model - Overall Maturity Index						
Key Elements to Assess	Maturity Index	Reactive	Proactive	Deployed	Autonomous	Way of Life		
Strategy Deployment	Actual: 20, Target: 40	1. React to customer needs	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	
People Enabled Processes	Actual: 20, Target: 40	1. Late to customer	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	
Value Stream Management	Actual: 20, Target: 40	1. Late to customer	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	
Tools & Techniques	Actual: 20, Target: 40	1. Late to customer	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	
Extended Enterprise	Actual: 20, Target: 40	1. Late to customer	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	
MATURITY INDEX	Actual: 20, Target: 40	1. Late to customer	1. Proactive	1. Full deployment	1. Strategic thinking	1. Fully self-organising	100	

3. Lack of a “Future State Lean Vision”



4. Lack of robust, Business wide Lean Improvement Roadmap



Conclusion

Do you agree/disagree?

What are you going to do about it?

Where we have done this before?

Why not take a look at our case studies on the S A Partners web site:

<https://sapartners.com/food-drink/#1464008462766-26055173-9165>

Do you want to know more?

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