



## Solutions in Operations

*How do you design,  
manage, and improve your  
key products and work  
processes?*

*How do you ensure effective  
management of your  
operations?*



# Lean Transformation

Today's successful companies are flexible, efficient, and responsive to change. They deliver what their customers need, precisely when they need it. They eliminate wasteful, non-value-added production and administrative functions. Working with IMEC's continuous improvement experts, you'll be guided on a journey in which efficiency and effectiveness become a part of your everyday operating culture. You'll see how simple changes can generate increased profits and increase employee satisfaction. We will work with you to develop and implement a customized business operating system.

### **THE PROCESS**

#### **Phase 1: Deployment Planning**

Utilizing proven approaches such as Policy/strategy deployment, we will work with your leadership team to develop a roadmap to achieve your strategic goals. We lay out a timeline in which implementation is rapid enough so that employees see it working and generating measurable results. We also will work closely with you to sustain the efforts over the longer term.

#### **Phase 2: Preparing Internal Champions and Culture**

We work with designated lean champions to make the lean journey visible throughout the company. The Champions are typically process/value-stream managers who will become internal facilitators and actively lead Lean projects. They are equipped with "tools" for decision-making, communication, and tracking Lean deployment progress and results. Additionally, we have expertise in developing customized employee engagement assessments. Typically, this is something we recommend doing during the early phases of the transformation.

#### **Phase 3: Workforce Preparation**

The hallmark of IMEC's approach is a Train-to-Sustain model – an overview preparation on the key Lean methodologies. Our simulations and hands-on exercises drive home the power of Lean to a cross-section of employees from different levels of responsibility/authority and operating units within the facility. Soon, the champions will be ready to take over facilitation without the need for continued Lean implementer support or mentoring.

#### **Phase 4: Execution**

Working side-by-side with the champions, we utilize lean daily management (LDM) and value stream mapping (VSM) as the foundation for Lean execution. LDM is used to deploy simple performance metrics such as Safety, Quality, Delivery, Cost using visual management and basic problem solving to address gaps in performance. VSM is used to assess the current state of your operations, identify the bottlenecks and constraints and pinpoint those specific processes that will be tackled as part of the Lean implementation activities. We facilitate rapid improvement "Kaizen" events to make changes to a work area or product line, or administrative process.

#### **Phase 5: Evaluation and Coaching**

We track your progress and help you make adjustments to the program in order to ensure that your objective is met. We meet with your champion once a week for check-up and to provide support and consultation where you need us. Our goal is to stay with you until your objective is met.

For more information, contact IMEC at 888-806-4632 or [info@imec.org](mailto:info@imec.org).

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### **LEAN TOOLS**

- Lean Simulation
- Value Stream Mapping
- 5S/Workplace Organization
- Quick Changeover
- Cellular/Flow Manufacturing
- Pull/Kanban Systems
- Total Productive Maintenance
- Kaizen Event Facilitation
- Lean Sigma
- Change Management

### **LEAN OFFICE**

- Administrative Value Stream Mapping

### **OTHER COST CONTAINMENT AND WASTE REDUCTION STRATEGIES**

- Facilities Layout
- Original Equipment Effectiveness

### **TYPICAL RESULTS FROM IMEC'S LEAN PROJECTS**

- Work in Process reduction up to 90%
- Space utilization reduction up to 70%
- Lead time reduction up to 95%
- Productivity improvement 10-40%
- Quality improvement 25-75%
- Enhanced teamwork, communication
- Highly engaged employees
- Multiple other benefits related to improved product flow



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