

# DRIVE BIG CHANGE.

Why a Lean Assessment is Your Best First Step to Efficiency

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1



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2

# Agenda

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1. Lean Overview
2. What is a Lean Assessment and why do it?
3. Next Steps

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## Lean Definition

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“A **systematic approach** to identifying and eliminating waste (non-value-added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection.”

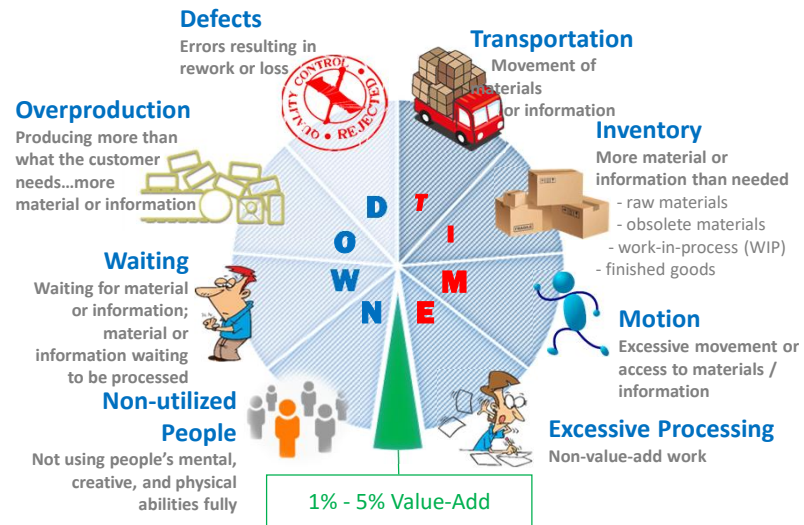
- The MEP Lean Network

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4

# 8 Wastes | Non-value-add

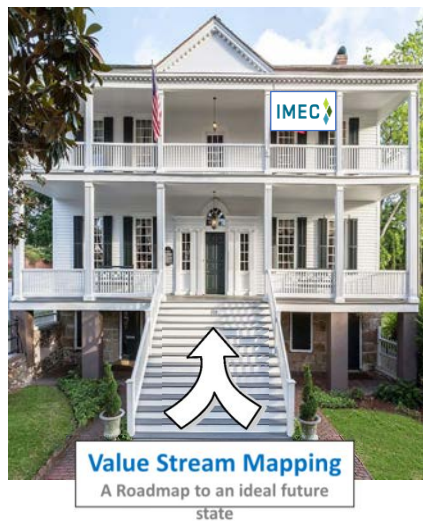
Typically, 8 Wastes represent the Non-value-add.



5

# Lean | House of Lean Tools

A set of Lean tools, working in concert, to assist in achieving a Lean state.



**Suite Level: Optimize**

- Pull / Kanban
- Cellular Flow
- Total Productive Maintenance
- Overall Equipment Effectiveness

**Main Level: Improve**

- Teams
- Plant Layout
- Batch Size Reduction (One-piece flow)
- Quality at the Source
- Point of Use Storage
- Quick Changeover
- Standard Work

**Foundation Level: Stabilize**

- Employee Engagement
- Daily (Visual) Management / Gemba Walks
- Improvement Kata / Coaching Kata
- 5S Workplace Organization
- Problem Solving
- Transactional Process Improvement
- Variation Reduction

6

# What is a Lean Assessment?

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Any assessment needs answer at least one of the following types of questions to bring value:

- Diagnostic - "What is our situation?"
- Formative - "Do we know where we are going?"
- Interim - "Are we progressing according to plan?"
- Summative - "How do we improve from here?"

A well structured and conducted lean assessment will help answer all 4 questions.

7

# What is our situation?

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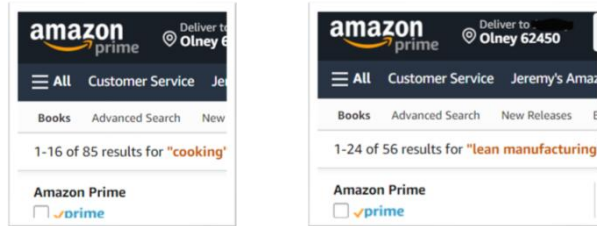
To accurately capture the current situation, all pertinent aspects of the business should be included in the assessment.

- Operations
- Finance and Controlling
- Customer and Supplier Management
- External and Internal Logistics

8

## Do we know where we are going?

- “We want to be a lean company” is a desire, not a strategy. More detail is needed to be effective.

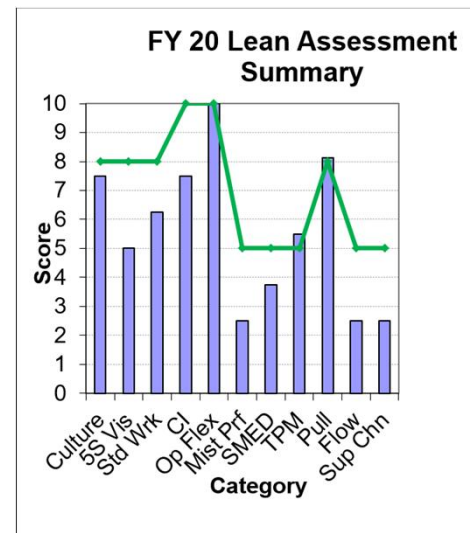


- In the last 90 days, there have been 85 new “cooking” books made available on Amazon, and 56 on “lean manufacturing”.
- There are many ways to “do lean”. Finding the right one for your company requires a strategy.

9

## Are we progressing according to plan?

- A multi-faceted assessment allows for an improvement roadmap that can be monitored.
  - Depending on the pace of the plan, performing quarterly, semi-annual, or annual assessments provide an opportunity to celebrate successes and to re-prioritize areas falling behind.
- By using a consistent assessment methodology, a reliable yardstick can be used to measure progress.

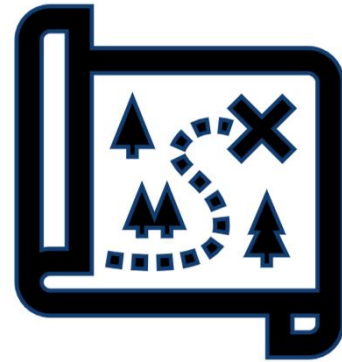


10

## How do we improve from here?

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- Lean is a journey and ideally one with continuous progress.
- This means every organization in a lean journey is "as lean they've ever been".
- What to work on next can be hard to decide as each organization is continually exploring new territory.



11

## How IMEC Can Support

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IMEC will conduct a Lean Assessment of your organization free of charge

- Through years of practical application and development by specialists with literally centuries worth of experience, IMEC has developed a comprehensive Lean Assessment applicable to any manufacturer

IMEC can provide on-going support on your organizations lean journey

- Tactical, "one-off" type workshops or long-term strategic engagements for a complete transformation

12

## What an IMEC Lean Assessment Looks Like

- A typical assessment takes 4-8 hours of on-site tours and interviews
- During the tour of the shopfloor, observations will be made, and questions asked of employees to provide insight on systems and culture of the operations
- Short interviews with the management team will provide a current state of metrics and strategy
- A final report will be generated identifying strengths, weaknesses, opportunities, and suggestions for next steps.

13

# Thank You!



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14