

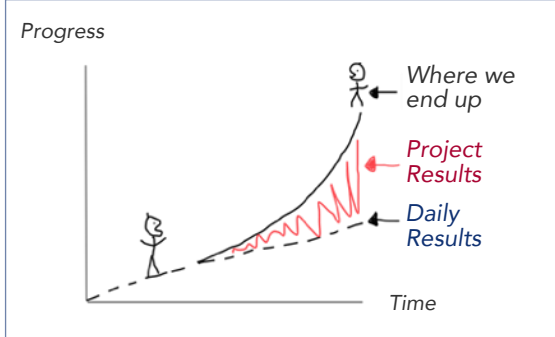
Breakthrough Management in Process Industry

PICTURES BEFORE

Breakthrough KAIZEN™ Audit

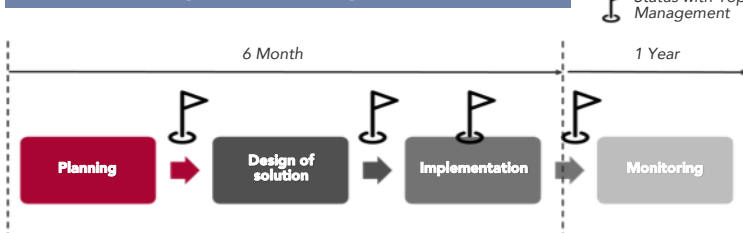


Project vs Daily Improvement Vision



PICTURES AFTER

Improvement Sprints



Standard Project Board

Scope objectives Team chronogram	Project Name	PDCA								
Opportunities analysis	<ul style="list-style-type: none"> Gap analysis -Ishikawa 5 Why's Pareto Waterfall TFM Etc. 	<table border="1"> <tr><td>P</td><td>D</td><td>C</td><td>A</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td></tr> </table>	P	D	C	A	1	2	3	4
P	D	C	A							
1	2	3	4							
Meetings agenda periodicity	KPI - detailed description - baseline	KPI evolution								
KPI Target	Initiatives / Tests	Action Plan								
	Actions closed	Lessons Learned								

Project Portfolio Benefit Tracking

PROJECTS	Project Manager	Start Date	End Date	Baseline	Target	2017-01-01	2017-03-31	2017-06-30	2017-09-30	2017-12-31	2017-12-31
Efficiency L23 SL-01
...
TOTAL						5.607 €	55.827 €	108.000 €			163.000 €

Problem

- Variability in achieved results between similar projects
- Inability to unblock projects due to decision-making dependency
- Lack of communication of solutions implemented and results obtained

Root causes

- Different project approach according to different leaders
- No standard for escalation of problems/ decisions required
- Each project developed without knowledge of other ongoing projects

Solution approach

- Structured improvement sprints with 6-month cycles for planning, design of solutions and implementation. Between each phase and during the implementation, status updates with top management are organised. Implementation is followed by one year of monitoring
- Standard Project Board guides project teams through a standard implementation approach and serves as a communication tool to all stakeholders
- Project Portfolio Benefit Tracking brings together all ongoing projects for a visual check on KPI results and aids in decision making

Benefits

Annual Savings 300,000€
from projects implemented