

LEAN ADMINISTRATION

Through a Lean Transformation indirect areas and functions become success factors enhancing your competitiveness



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GERMANY. SWITZERLAND. CHINA. POLAND. ITALY. BRAZIL.

VALUE CREATION AND ADMINISTRATION

Administration today has to provide flexible support for the Lean value stream - and at the same time cope with increasing complexity and constantly increasing internationalisation.

Challenges that were traditionally met with an increase in personnel now have to be overcome with the use of new IT tools, adapted organisational structures and continuously optimised processes.

Lean Administration shapes the processes that support value creation and operate in accordance with Lean logic and methods. Potentials in administration are not obvious but have to be developed through analysis and process optimisation as well as through effective communication and management.

In indirect areas and processes, in particular, performance can be improved by focussing on the essential. Detailed analysis shows which components contribute significantly towards value creation. The focus is on these activities - all others need to be challenged.

Value-stream oriented organisation reduces interfaces, improves communication and creates significantly shorter lead times, whilst also improving quality.

Workplace organisation, standardisation and transparent team competences make collaboration easier.

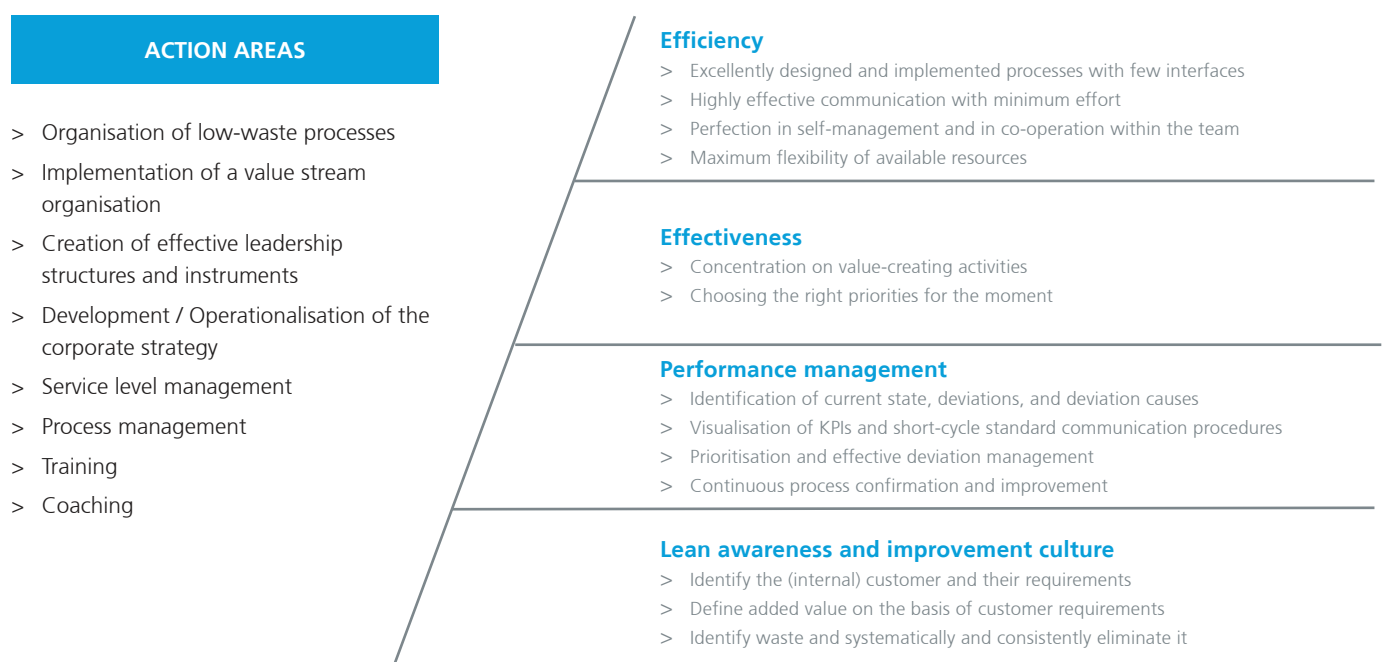
Based on proven Lean principles and methods, concrete levers for optimisation are identified quickly and used for the development of implementation concepts. The focus of our work on site is their stable implementation in close collaboration with workforce and management. This applies to the impro-

vement of processes, as well as, the focus on leadership and collaboration.

The visualisation of area-specific performance indicators, in particular, helps with the transparency of the implementation processes and allows early intervention with countermeasures in case of deviations.

LEAN TRANSFORMATION IN INDIRECT AREAS AND FUNCTIONS IS BASED ON FOUR LEVELS

Dealing with the spheres of activity of LEAN ADMINISTRATION forms the basis for visible, noticeable and measurable improvements.



OUR SERVICES FOR LEAN ADMINISTRATION

1. Performance increases in specific task areas through the application of Lean methods and approaches

- > Implementation of strategies to increase effectiveness and efficiency in support processes and functional areas
- > Implementation of a value stream oriented organisational structure
- > Creation of efficient office environments

2. Implementation of excellent management and cooperation structures in indirect processes, functions and areas

- > Visual management and regular communication procedures
- > Deviation management, Go & See, structured problem solving
- > Manager daily diary, process control and confirmation
- > Mentoring by managers Developing employees' problem solving competence
- > Manager coaching: Development of managers as mentors

3. Training and coaching for managers, workforce and internal Lean experts

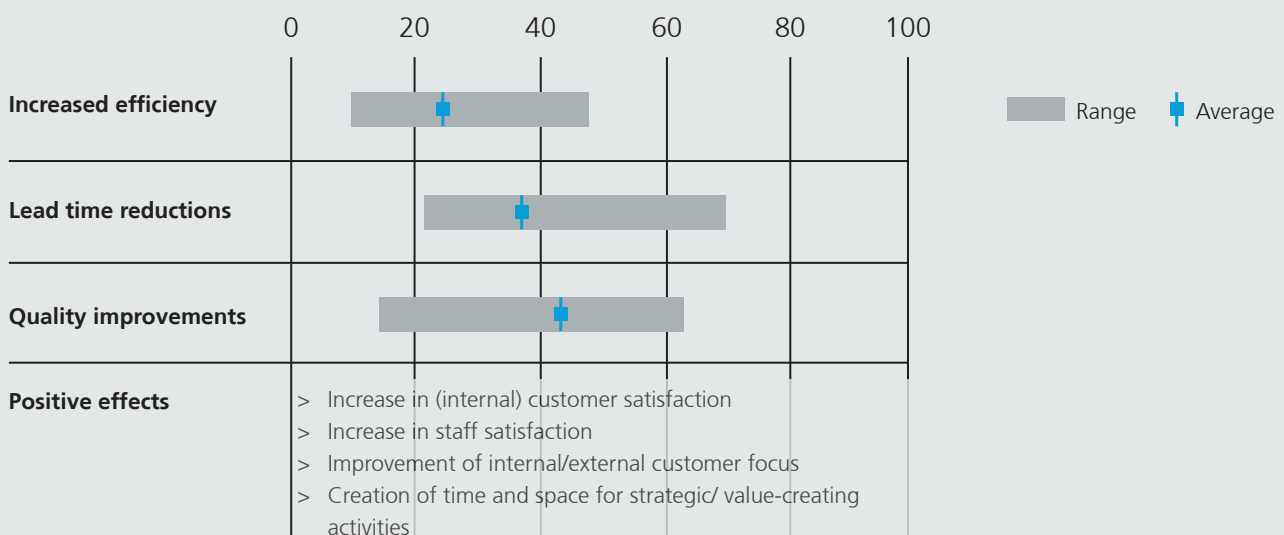
- > Target-group or hierarchy-level oriented training and coaching concepts
- > Company-specific training and awareness programmes
- > Train-the-trainer qualification

4. Systematic organisation of cost structures in indirect areas

- > Thorough analysis of organisational and cost structures
- > Systematic identification of improvement opportunities
- > Development, planning and consistent implementation of solutions
- > Securing of effectiveness and sustainability

ADVANTAGES AND BENEFITS

Improvement range and average (in %)





INITIAL SITUATION

- > Inefficient processes
- > High friction interfaces
- > No value stream orientation within the organisation
- > Planning processes designed for safety
- > Operational management and collaboration culture guided by day-to-day problems



MILESTONES

- > Implementation of performance indicator-based performance management
- > Numerous process improvements based on different approaches working on zero-faults, flow, rhythm and pull
- > Interface regulations
- > Enforcement of value-stream orientation within the organisational structure
- > Through performance management, daily problems are dealt with in a structured manner, their caused identified and eliminated



RESULTS

Efficiency increase: 20%

within 3 months, 25 improvement projects have been defined; they show the following results when evaluated 9 months after the project start:

- > 1/3 of potentials already achieved
- > 1/3 in implementation
- > 1/3 in specific planning
- > 14 further topics in the „ideas“ pool

Effective management

Performance-indicator based performance management in 17 sometimes heterogeneous areas

- > Lead time reductions
- > Improved adherence to schedules
- > Improved process quality
- > Timely and effective escalation
- > High level of transparency regarding the status and results of each unit



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