

Lean Management applications – EMS

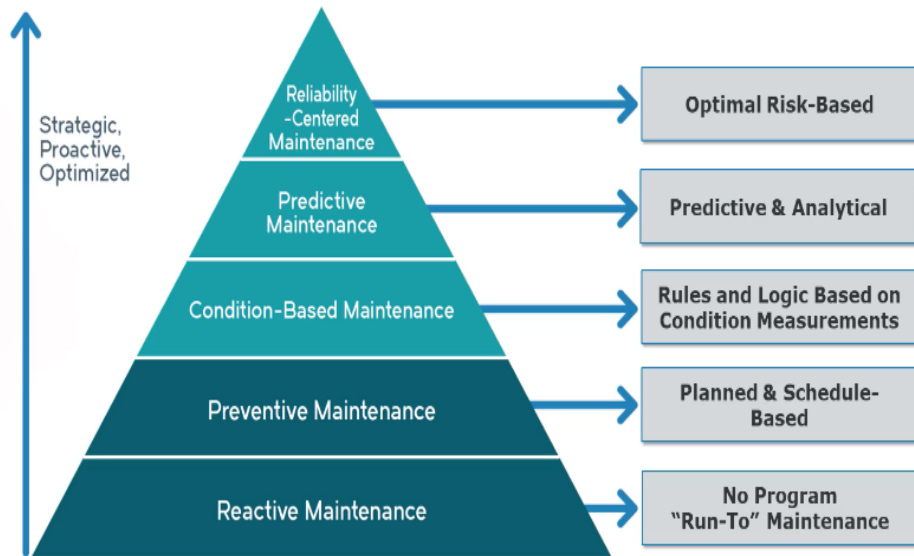


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Introduction

Mr Mohamed Koujili is the Operation Director of EMS Electro Medical System, the leading manufacturer of precision medical devices for dental prophylaxis, orthopaedics and urology located in Switzerland. After the drop of the Swiss franc, EMS profits fell and he was given the challenge of reducing operational costs. He choose to implement lean tools and principles in EMS facilities in order to improve efficiency, reduce waste, and increase productivity but also save employees' jobs.

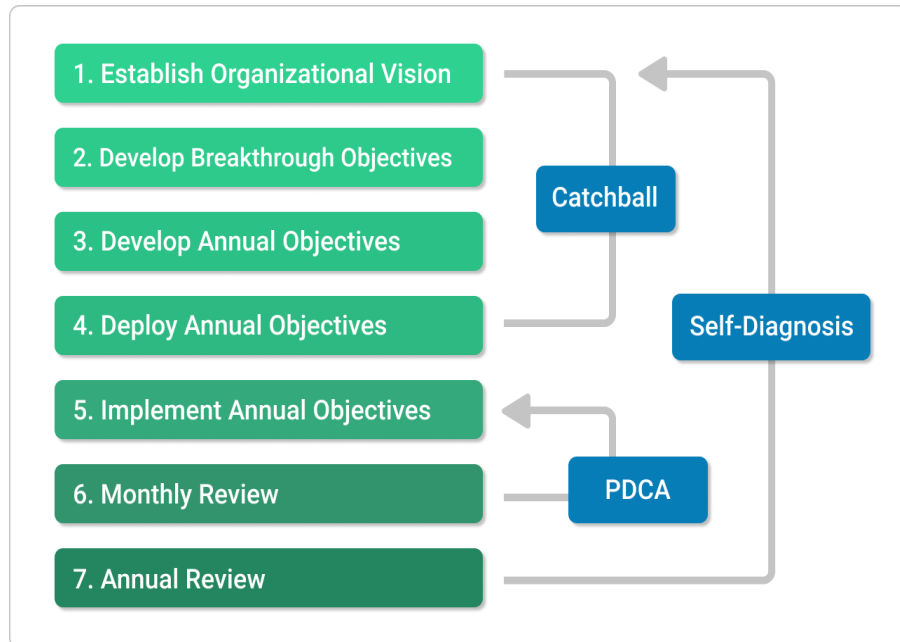
The maintance pyramid



It is a theory of [industrial accident](#) prevention.

While production staff are learning more and are increasingly involved with the management and improvement of equipment, the tasks of the maintenance staff should also be developed in parallel. The aim should be to deliver an ever-improving reliability at steadily reducing cost. This process is known as Lean Maintenance.

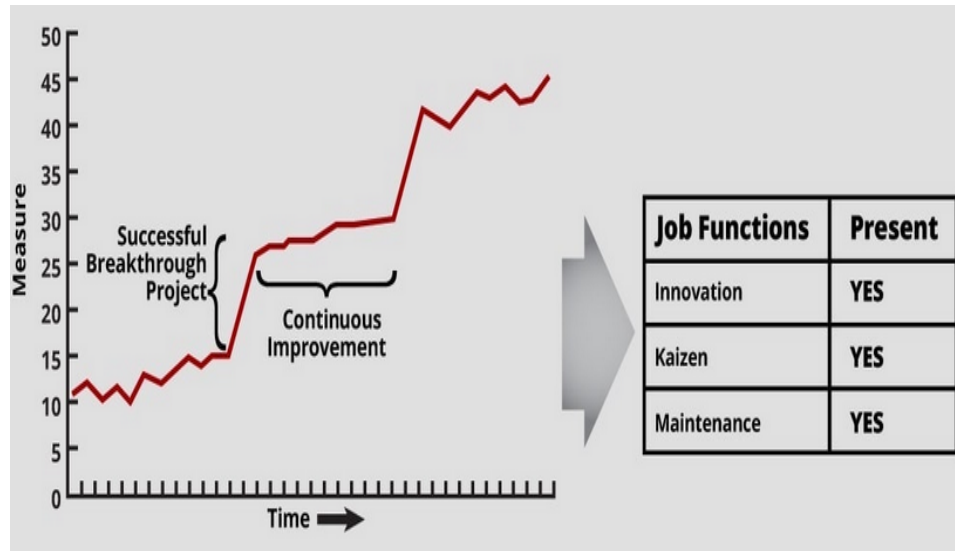
Alignment



There are many management tools like Hoshin Kanri, allows to align all initiatives and all vision of the company.

As shown in the image above, the Hoshin Kanri planning is not only a top-down approach. It has built-in [continuous improvement](#) mechanisms, which are a key element to making the method successful.

●●● Kaizen



A Kaizen event is a long project that starts with the problem and works through to the implementation of the solution.

The purpose of Kaizen goes beyond simple productivity improvement. When done correctly, the process humanizes the workplace, eliminates overly hard work, and teaches people how to spot and eliminate waste in business processes. It can bring continuous improvement.

Introducing New KPI

Operational Cash Flow

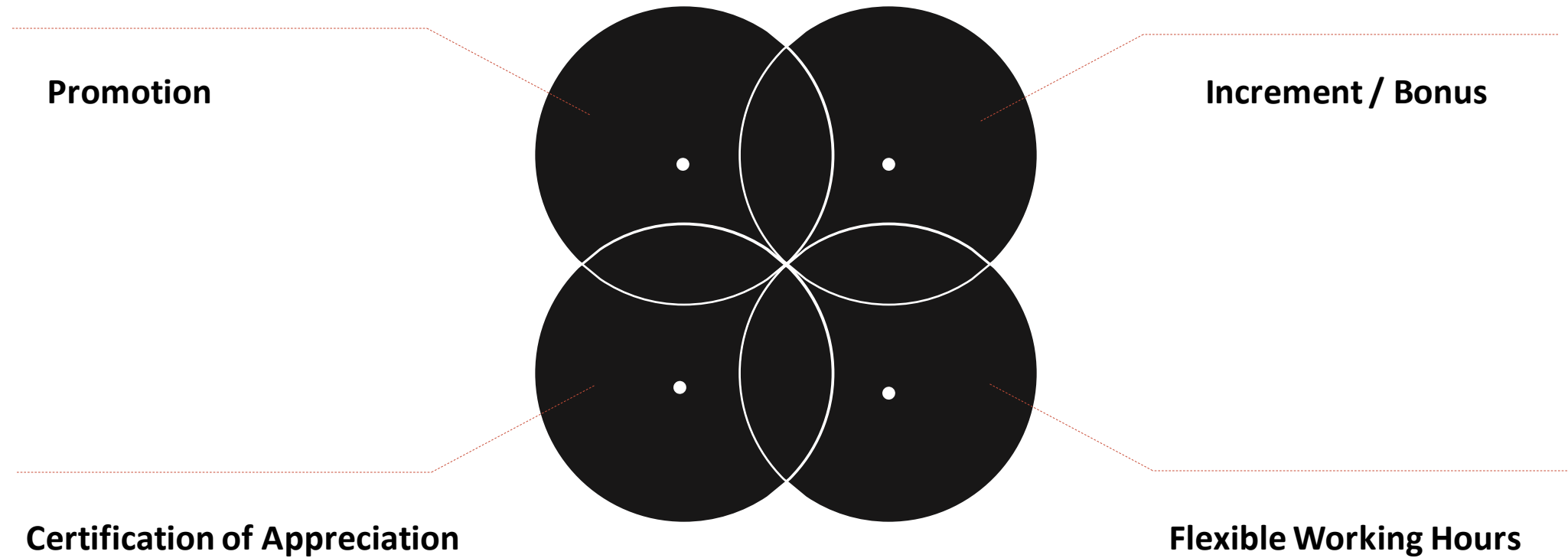
Net Promoters.

Perfect Order Delivery Rate

On Time Delivery.



Motivate the workers by giving some Rewards



— Making Friendly Environment

- 1) Treat everyone with respect.
- 2) Practice active Listening.
- 3) Develop Relationships with outsiders
- 4) Work together for a larger goods.
- 5) Always greet others.





5S

In order to implement the 5S Strategy, Mr. Mohamed started the process by stopping the production. The idea behind that is to **Simplify** the production process by making every employee involved in the strategy.

1

—

**Remove
unnecessary items**

2

—

**Define a space for
each item**

3

—

**Clean the
workshop**

4

—

Standardization



— Some tips

We don't have to be always innovative, we can "copy/paste" strategy that works well in other sectors.

It is important to not only focus on strategies. It is also important to put them in place.

However, It is important to have a strategy!

Celebrating success is important to create energy and enthusiasm.

Having Patience to achieve results

Having right amount of patience enables employees and managers to detach from emotions in the decision-making process and use logic and facts to sustain their decisions. Benefits of patience:

Self Management: When people are patient people tend to take time to choose the response to an event. With self-management people build trust in their capabilities.

Optimism: Patience makes it certain that rewards will come and will help in positive recognition, better sales, increased customer satisfaction, and stronger profits.

Positive work Culture: Patient people are better people, effective in their work. With patience people treat each other with a sense of decency, which in turn increases the possibility that others will response in kind.



Making Small Improvements Everyday results

As told by the doctor, There we conducting daily 5minutes meeting to track and update everyone on the task at hand. Benefits of Making small improvements everyday:

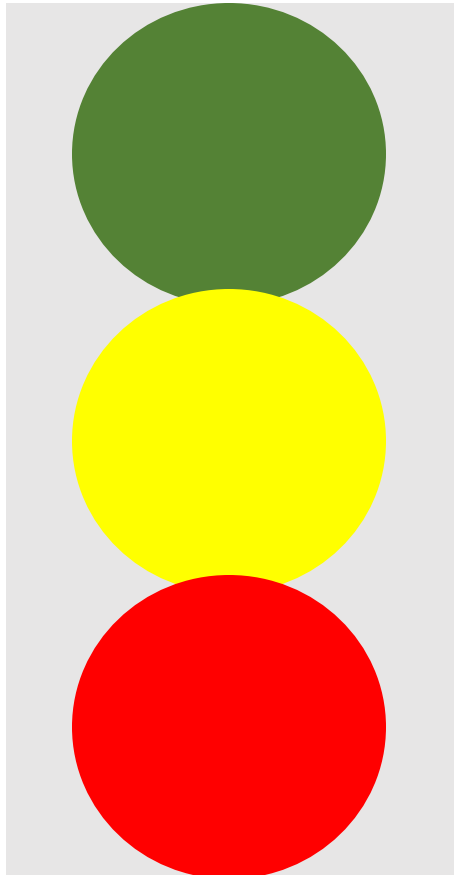
Less disagreement: As change will not be drastic there will be less disagreement among employees to accept the change. This will improve Coherence among the company.

Up-scale Improvement: Doing small changes will move the process towards a lean process as wasteful processes will get removed incrementally which will improve efficiency in the organization.





Change Management



GREEN

Open and willing to
change

The First step is to diagnose the root cause of resistance and classify employees according to their resistance to change. Employees fall into three groups.

There are 3 approaches based on the type of group you will start to convince.

YELLOW

uncertain and hesitant
about change

At EMS, in order to manage and minimize that resistance and get all employees involved and happy about the changes, Mr Mohamed, choose to first convince the green group so that they can influence yellow one and federate as much employees as possible on the project. In fact, you will not be able to eliminate resistance; but can proactively manage and minimize that resistance.

RED

resistant to change

This approach could be applied in all industries and organization as without change management plan, employees will not be engaged and involved in projects, and you will not get the desired results.

Continues Improvement

- Continues Improvement is an ongoing process which works on getting feedback from employees on a continuous basis to constantly improve the work process.
- Effects of continuous Improvement or Performance:
 - Engaging more in Communication: Manager can communicate with employees in a more interactive way and both sides will be able to give and receive relevant feedback. Using the Visual notice board managers and employees can track the whole companies' performance.
 - Efficient Problem Solving: Instead of evaluating everything annually or quarterly managers can track different problems present in the process and act on them as soon as possible.
 - Accurate performance Information: Employees will know where they stand with their work as managers will have a more detailed picture of the employees ability and performance. This will enable the manager to take Course adjustment in a timely fashion.



Conclusion

Through self-learning and by surrounding himself by the right people, Mr. Mohamed was able to achieve high results after lean implementation. He was able to engage employees with practical solutions and small improvements. His Key words are simplicity, action and always praising his team members for their efforts.