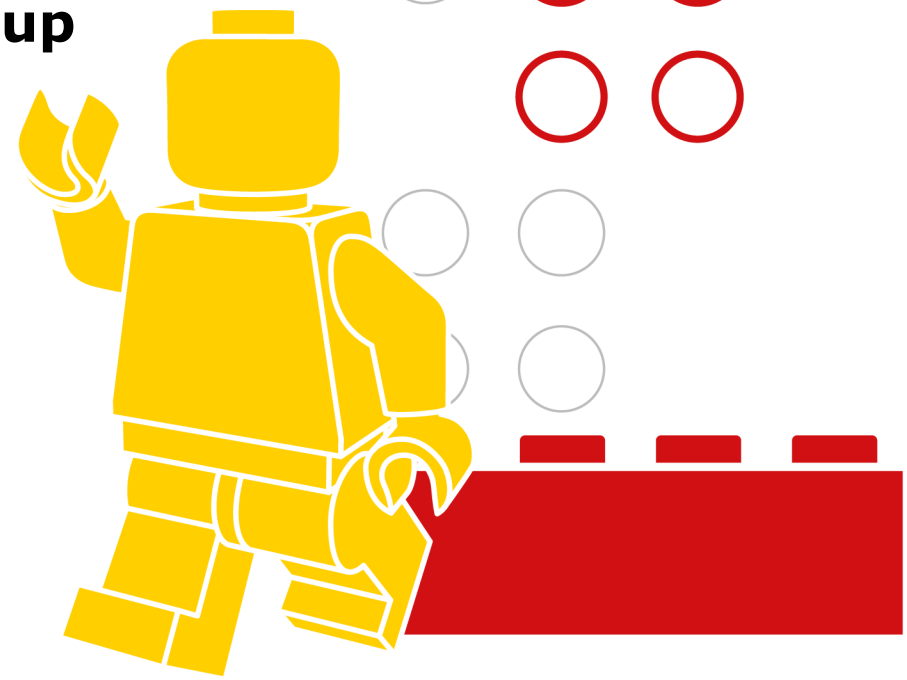
BPM journey in the LEGO Group

by Anette Falk Bøgebjerg



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Agenda

- About the LEGO Group
- BPM journey and background
- Process documentation as a foundation for continuous improvement
- Process ownership
- Learnings

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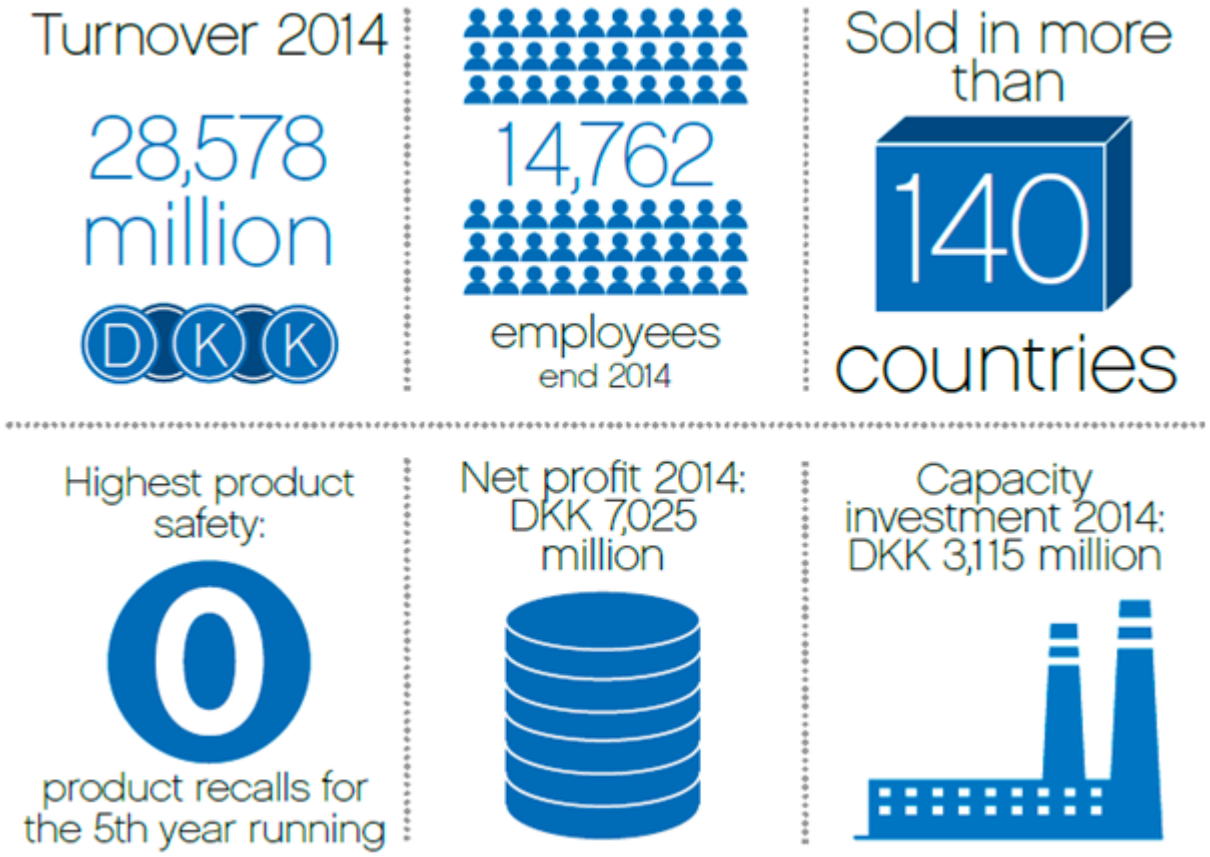
The LEGO Group in key figures



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Fun facts

Over the years, approx.
760 billion
LEGO elements have been manufactured

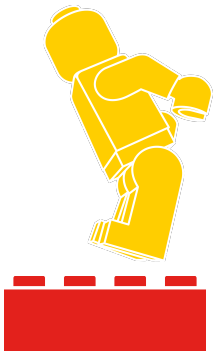
Global production of more than
60 billion
elements in 2014

The LEGO® Club
5
million
members

40 billion
LEGO bricks
would reach
the moon

On average,
every person on
earth owns
102 LEGO
bricks

In 2014, approx.
500 million minifigures
were produced



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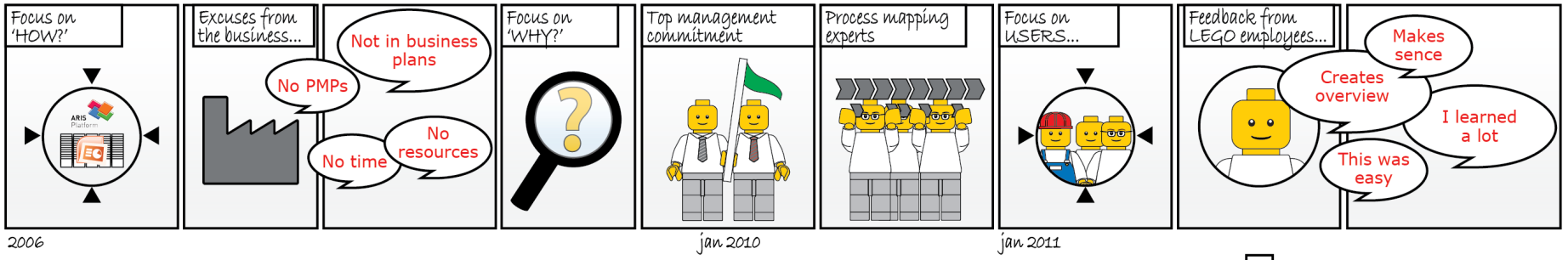
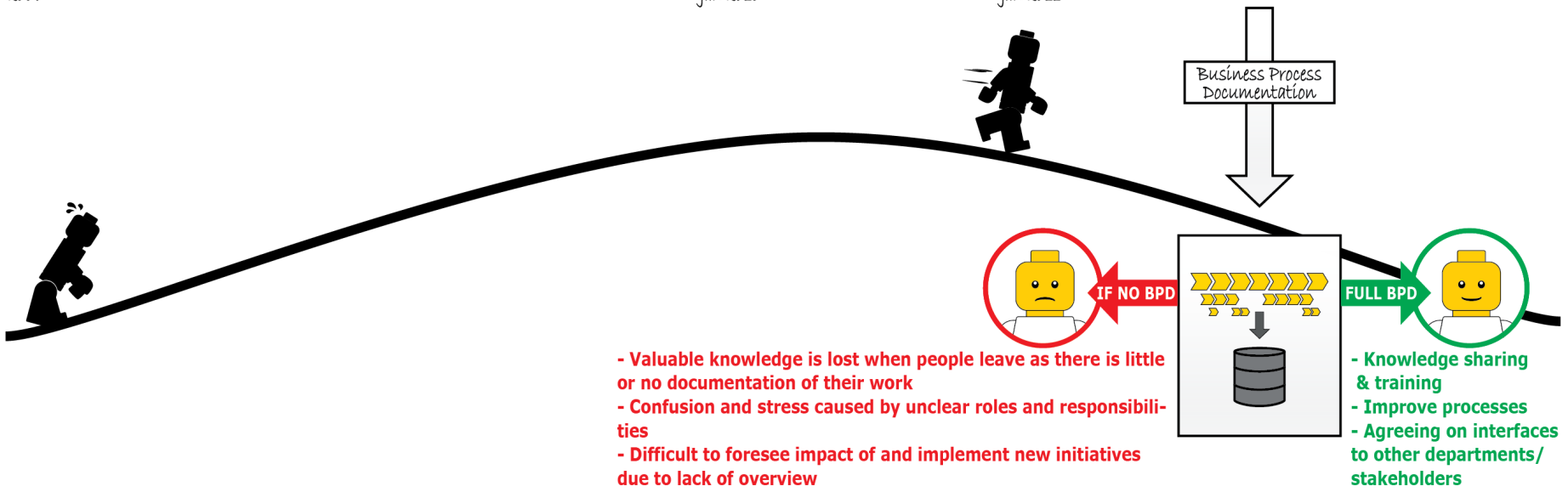
Journey for process documentation





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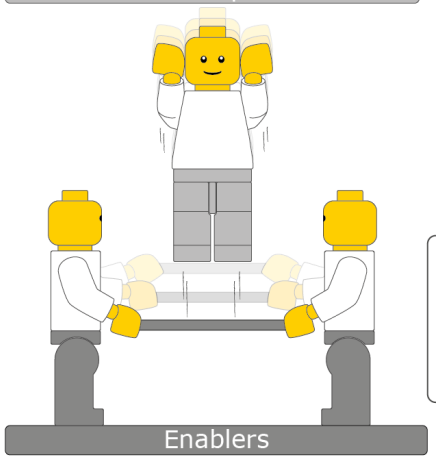
Sharing the vision for process documentation

GOAL
- Gain competitive advantage
- Offer inspiring work environment
- Allow for sustainable growth
- Leverage the existing

Continuous Improvements



Enablers

- Make individual knowledge a corporate asset to avoid loss of knowledge
- Updated and approved description of AS-IS End-to-End processes

Knowledge Capture

Godtfred Kirk Christiansen

"When we know the past, we can better understand the present. When we understand the present, we are better equipped to meet the future."

VISION

- Process optimization: Process alignment, best practice and standardi-sation as basis for Continuous Improve-ments

Optimization

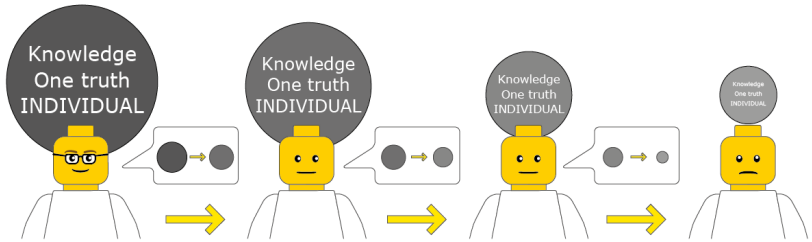
Knowledge Sharing

- Training based on one common model
- Knowledge on demand: Use the LEGO Process Portal
- To give employees a broader knowledge

AS-IS

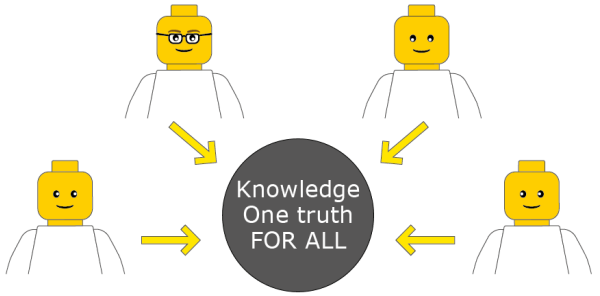
If we do not give people all the answers they will fill in the blanks themselves

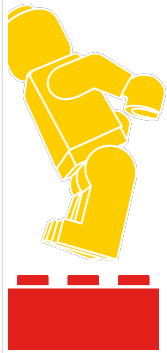
We do not know what we know



TO-BE

We know, what we know and where to gather knowledge





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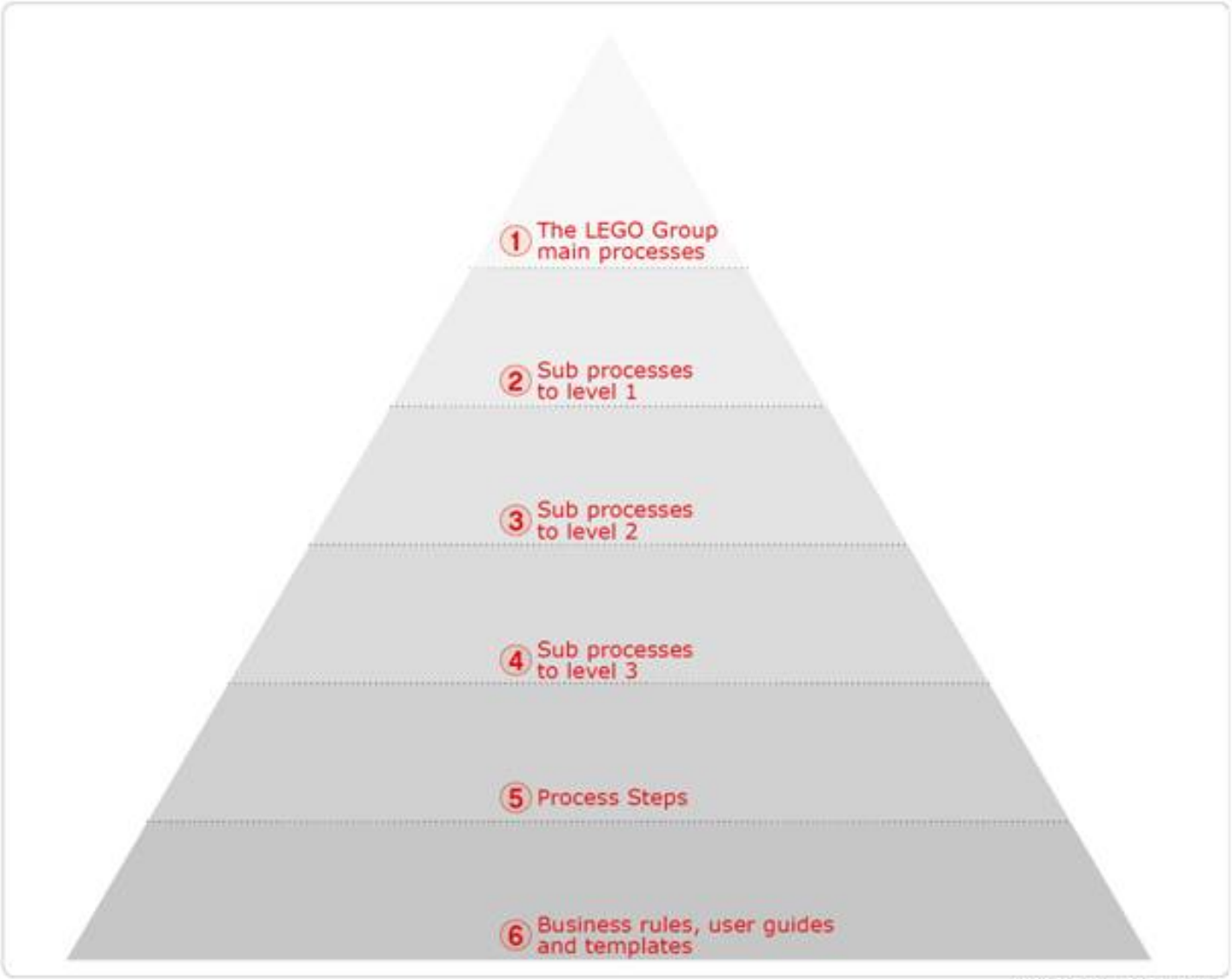
How to structure process dococumentation in a consistent way across the organization



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Process stream 1-5

01 Develop Vision and Strategy		First we define the vision & the strategy for the company (e.g. supply footprint, consumer/market segmentation)
02 Develop and Manage Products and Services		Once we know the strategy we can start developing products and services
03 Market and Sell Products and Services		Having the full product range we can start marketing and selling the products creating a demand signal
04 Deliver Products and Services		Knowing the demand of our customers we can start supplying the products to our customers and consumers
05 Manage Consumer Services		Knowing our consumers and customers satisfaction we can continuously improve our products and services

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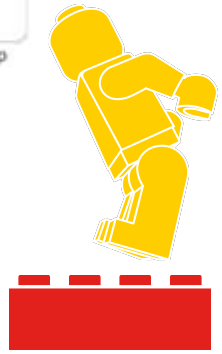
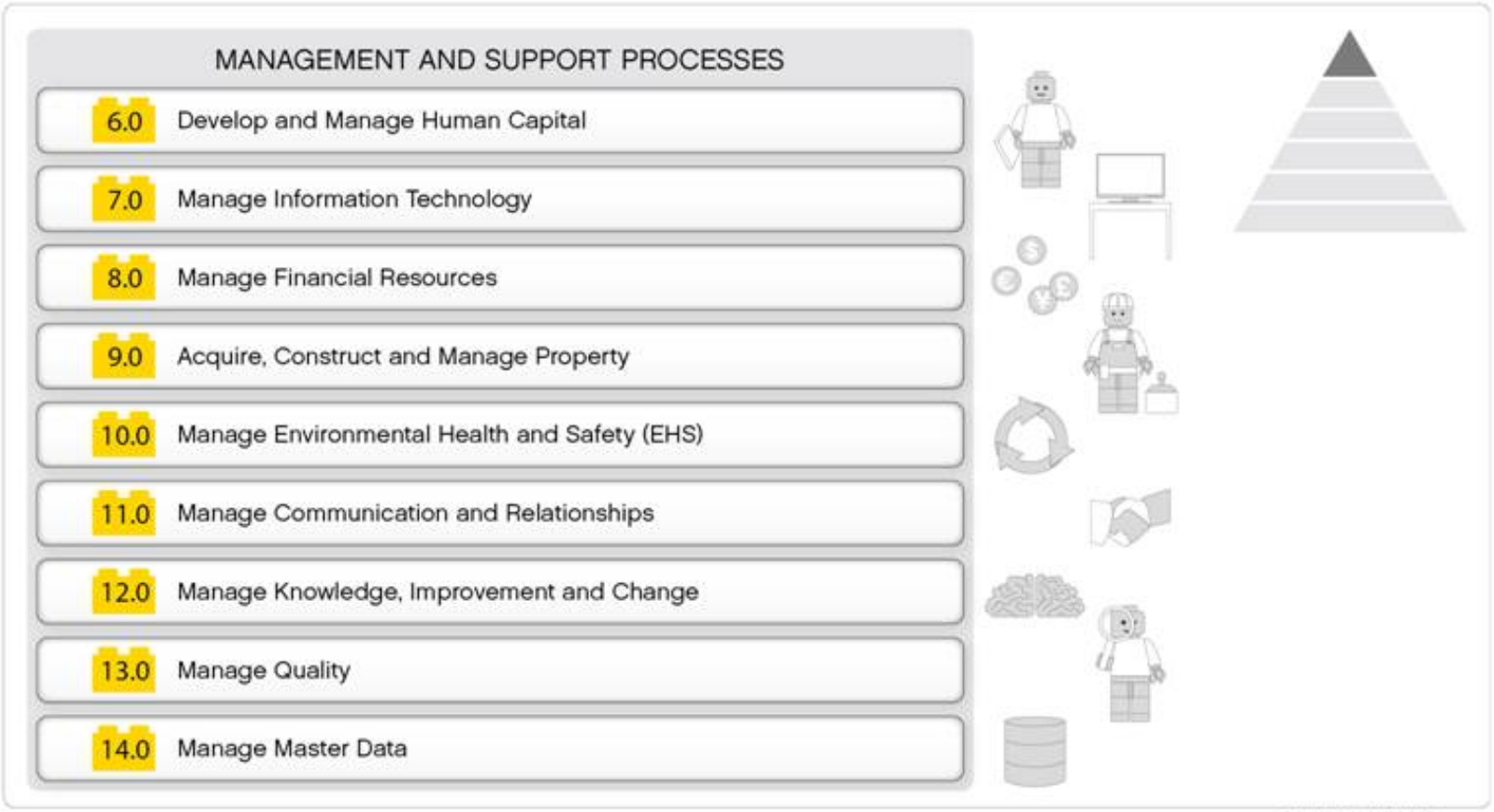


Process stream 6-14



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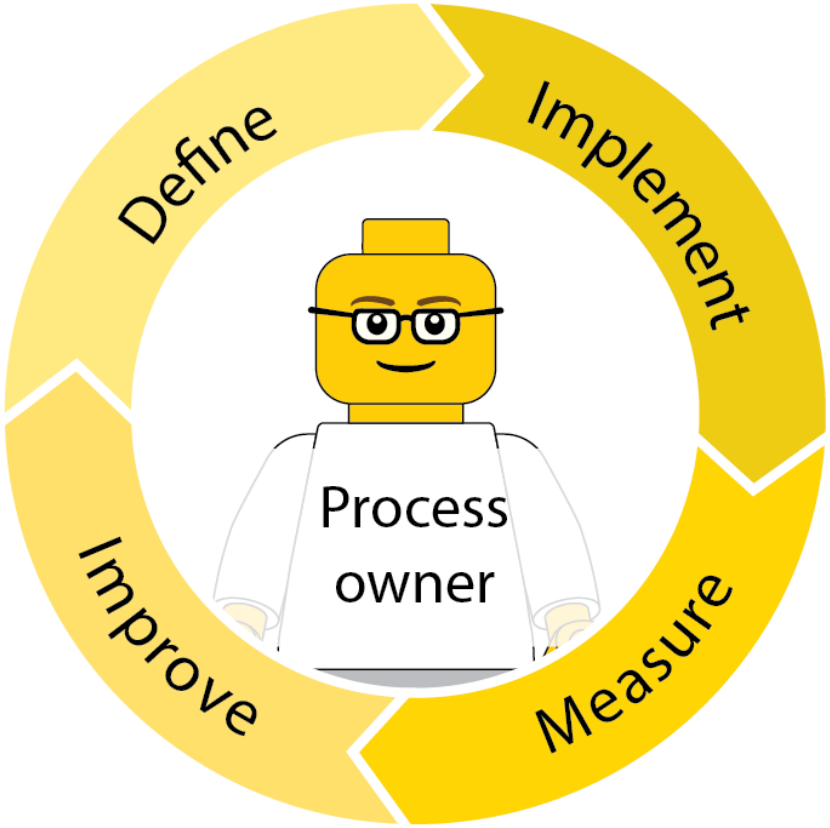
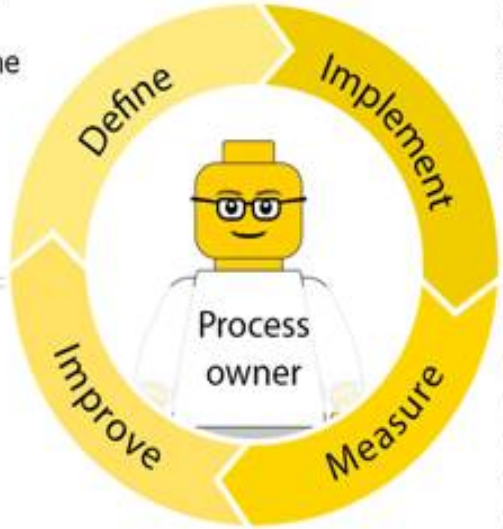
Process life cycle



Process owner responsibilities

DEFINE
- Define and document the process
- Define competences needed to execute the process
- Define success criteria and target for the process
- Approve process descriptions/documentation

IMPLEMENT
- Communicate process changes to relevant stakeholders
- Ensure relevant training is offered and executed
- Ensure all relevant people are trained at the right level



IMPROVE/OPTIMIZE PROCESSES
- Accept/reject improvement initiatives
- Plan and coordinate improvement initiatives
- Give input to process improvements
- Approve/reject improvements/changes

MEASURE
- Ensure process comply to success criteria
- Measure the process
- Validate the measurement
- Revise target when needed
- Ensure compliance between process execution and the process standard/documentation
- Ensure 3 year plan for audit / process verification

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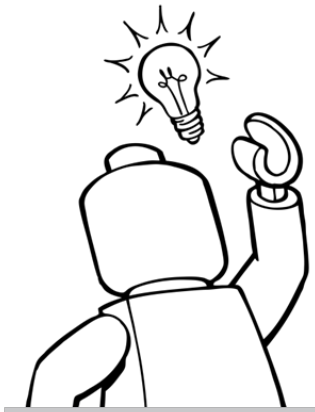
LEGO Excellence roadmap



FOUNDATION

We create long lasting foundation to improve from

- Process owners and process documentation (ARIS)
- Visual Performance measures established
- Knowledge about LCI Capabilities
- First improvement activities
- LCI training

STRUCTURED IMPROVEMENT

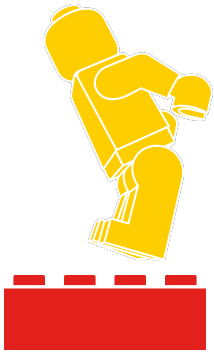
We improve performance in a structured way

- Structured improvements through BU roll-out plans
- Business optimisation driven by assessment dialogue
- Process optimisation through involvement of process owners
- KPI driven activities

IMPROVEMENT CULTURE

We strive for excellence in the full value chain

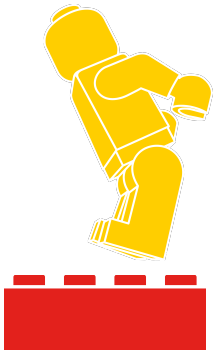
- Cross functional process optimization driven by business process owners
- Company wide business planning
- Repetitive review of way of working



Learnings

- Anchoring and support from top management
- Process experts and process modeling experts appointed to help the business
- Communication material which focuses on the value of process documentation seen from the business point of view
- User-friendly IT tool where the documentation can be maintained and presented in a uniform way and user friendly way
- One set of global conventions for process documentation

And finally, persistence, persistence AND persistence



Benefits

From a strategic context:

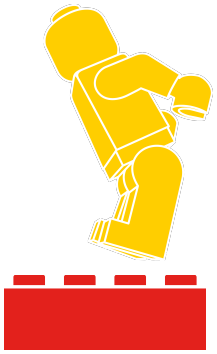
- More agility to enter new businesses
- Enable business model innovation and transformation with business process optimization and innovation
- Support of ISO certification

From an organizational context:

- Better information sharing and collaboration across the LEGO Group
- Improved organization agility and flexibility
- Bridge geographically dispersed employees

From a process context:

- Increased process efficiency/productivity
- Ability to re-use processes
- Foundation for continuous process improvement
- Capture the value of a global process approach



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Thank
you