Introducing the Bel Group
The story of Continuous Improvement in the Bel Group
The program for continuous improvement in the Bel group:
Development in the group

- **2006-2009**: Pilot 3 sites
- **2009-2014**: Expansion-80%
- **2015-2016**: Internalization-support depts
- **2017 - ...**: Stabilization

**Exploring**

**Adapting, convincing**

**No escape**

**Integrate supply chain**
Types of Lean programs

I. ‘We need no program because we already improve every day’

II. Team based improvements

III. Management system ‘how to run an operation’

IV. Fully integrated supply chain
EMPOWERMENT FOR EFFICIENCY

Getting Ready

Diagnosis

Pilot

Expansion

OEE + 5S + Daily Meeting

Potential + priorities

Teams + PCS

More teams + Pillars

More teams + More autonomy

Data collection

Value Stream Map

Factory Model

Potential benefits

Project plan

Project plan

Diagnosis

Pilot

Expansion

Stabilization

Teams + PCS

More teams + Pillars
The central Boost team

Factories in Bel

4 people
- Facilitate implementation
- Coaching local coordinators
- Head office integration
- Audit
- Development

Factories: Netherlands, Poland, USA, France, Iran, Ukraine, Egypt
Sommaire
Contents
Impact on the sites
2006: Pilot in Holland

- **Characteristics?**
  - 80 p, isolated packaging site, new equipment and recently re-organized

- **Implementation:**
  - Instrumental, Management team

- **Their reaction:**
  - “What do you want me to do?” but at the same time resisting

- **Lesson learnt:**
  - …
CHANGE MANAGEMENT
2008: Second site in Holland

- Characteristics?
  - 250 p, Production + Packaging, head office,

- Implementation:
  - Less instrumental, more middle management, speed determined by people

- Their reaction:
  - “In our plant everything is different”

- Lesson learnt:
MORE CHANGE
MANAGEMENT
DISCIPLINE
2010: Third site in Holland

- Characteristics?
  - 70 p, Production, high volume, high automation, history of heavy investments in steel, group was hard to manage

- Implementation:
  - Not! First prepare the team → clean up bad history for one year before starting

- Their reaction:
  - “I do nothing if you don’t solve the other problems first”

- Lesson learnt:
ALLOW EVERY SITE THEIR OWN LEARNING CURVE
2011: Our site in Egypt

- Characteristics?
  - 1000 p, packaging, low automation,

- Implementation:
  - 5S plant in 6 months, maximal leadership involvement, full program deployment, no short cuts

- Reaction:
  - “Please visit us more often, we appreciate your advise”

- Lesson learnt:
LEADERSHIP
2012: Our site in Poland

- **Characteristics?**
  - 350 p, processing and packaging, wide range of SKUs
- **Implementation:**
  - The local team tried to change elements even before understanding what it was
- **Reaction:**
  - The corporate order to start was not received well
- **Lesson learnt:**
DEVELOP THE BELIEF
Key question to managers:

“How can you develop yourself into a motivated leader of the Boost program?”

“I have no idea”

“I am an ambassador of Boost”
A story to illustrate

IMAGINE: You have a big lake, more than enough fish is available. You are the only fisher. You need to earn money with fishing.
How can you maximize your catch?

Action list

• Buy a rod
• Buy a net
• Prepare my ship
• Buy the bate
• ...
• ...

Project plan

SPECIFICATIONS
Bate: bread cheese vanilla
That’s it?

• If you have all the material, the time, the facts, the books, the information, will you maximize your catch?
No !..
You need something extra!

You will be helped by an experienced fisherman.
That’s it?

If you have all the material, the time, the facts, the books, the information, AND you are helped by an experienced fisherman, will you maximize your catch?
One more thing …

You have to love fishing!
The fisherman’s actions towards results

Actions consist of three elements:

- **Structural elements**
  - Rod
  - Bate
  - Route
  - Full day

- **Skill elements**
  - Love to fish
  - Patience
  - Experience
  - Handle material

- **Attitude elements**
  - Time
  - Budget
  - Plan
  - Motivation
  - Drive

- **Manager**

- **Leader**

- **Coach**
To become a Boost leader

**Structural elements**

*Learn facts, study*

**Skill elements**

*Learn to do, practice*

**Attitude elements**

*Learn to be inspired*
2014: Our site in the US

• Characteristics?
  • 300 p, processing and packaging

• Implementation:
  • Delayed two times, trouble getting the budget

• Reaction:
  • Yes sir, we’ll do it. But we first have some other projects to attend to

• Lesson learnt: ..........
“I love a good problem”