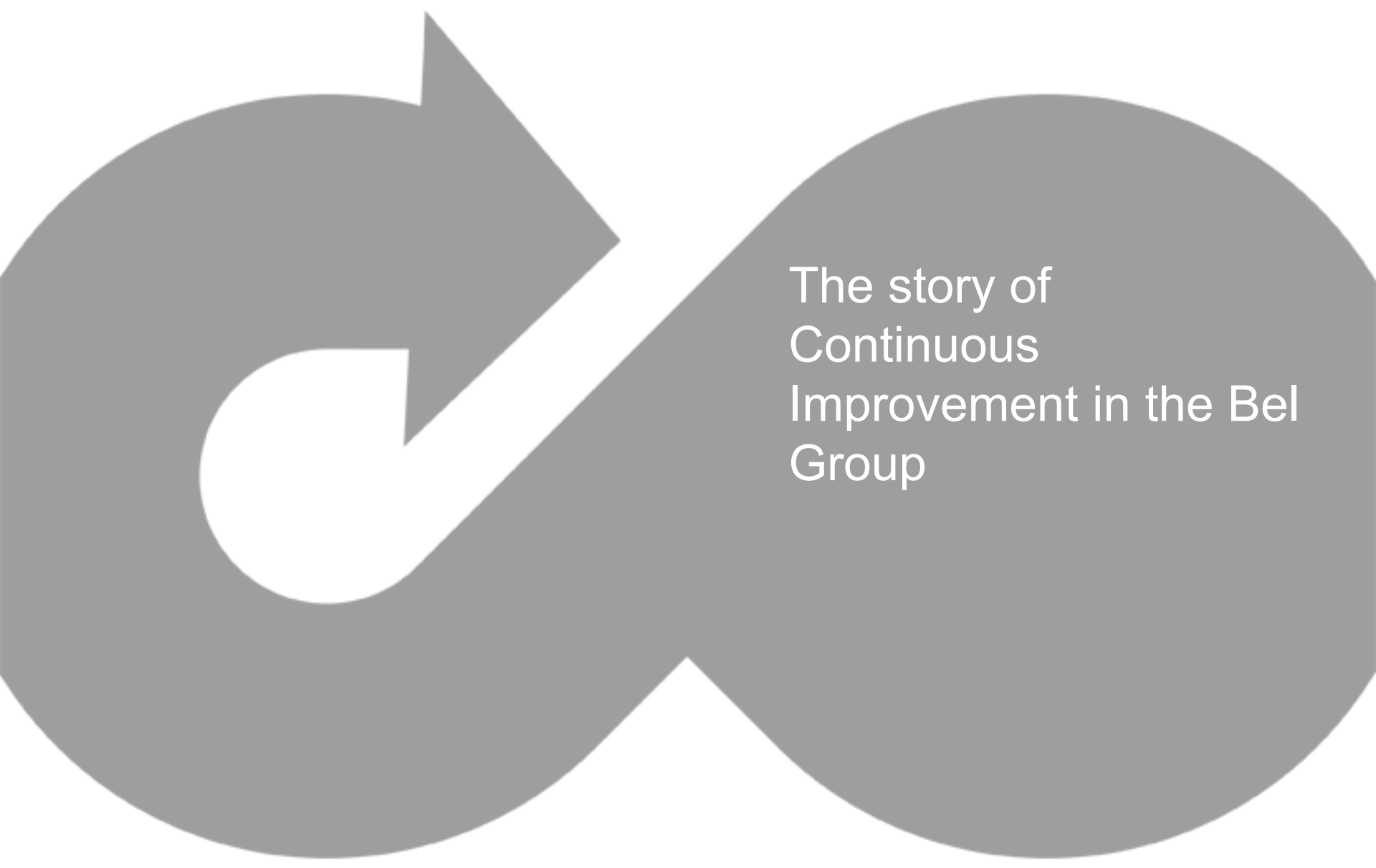




Sommaire Contents

Introducing the Bel Group

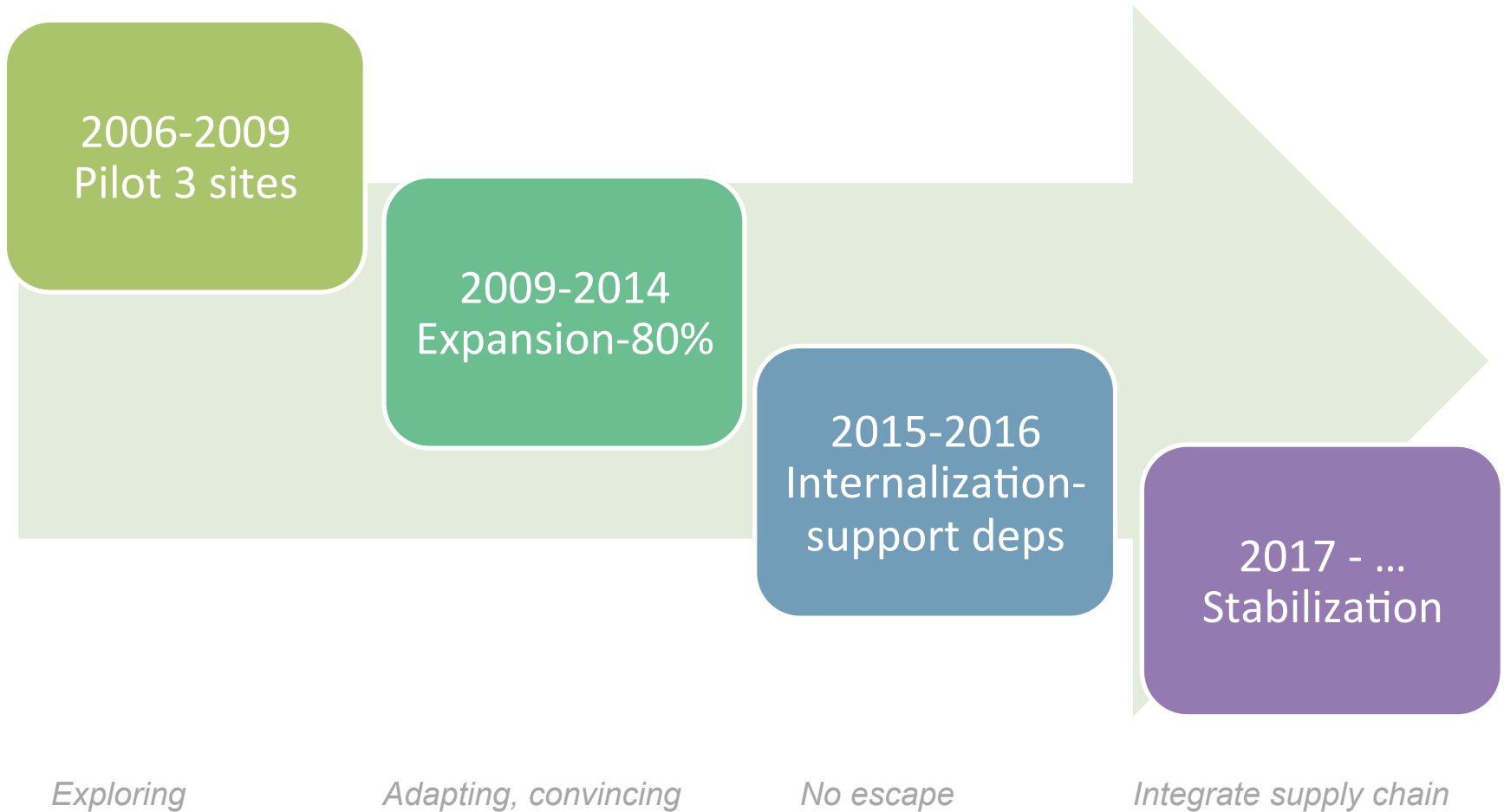


The story of
Continuous
Improvement in the Bel
Group

The program for continuous improvement in the Bel group:



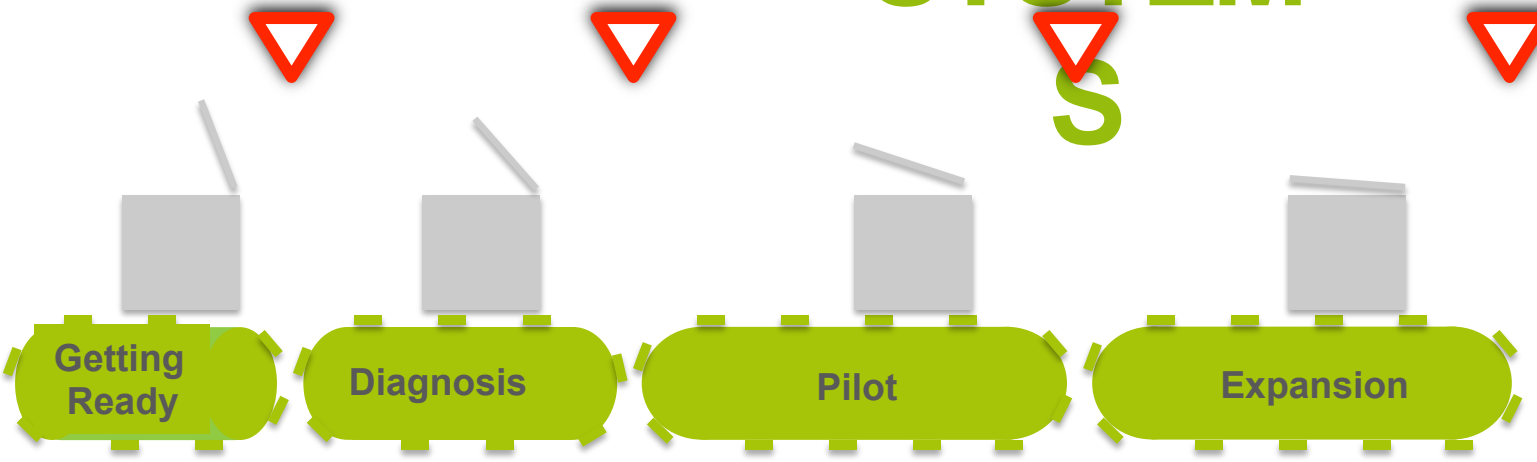
Development in the group



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

Boost SYSTEM



Stabilization

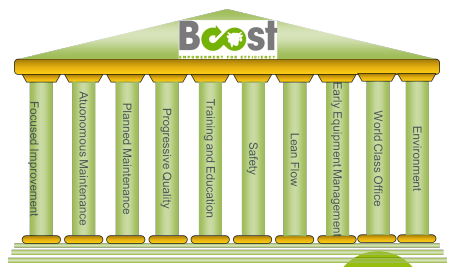
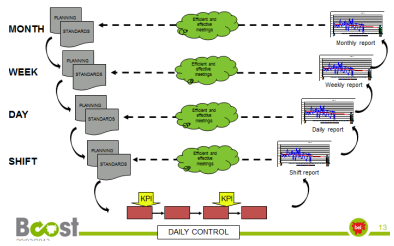
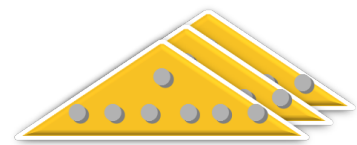
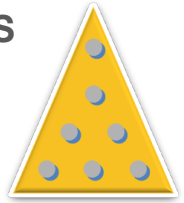
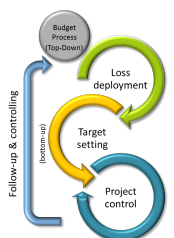
OEE + 5S + Daily Meeting

Potential + priorities

Teams + PCS

More teams + Pillars

More teams + More autonomy



The central Boost team

27

Factories in Bel

4 people

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

Netherlands

Poland

USA

France

Egypt

Ukraine

Iran

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:

EMERGENCY
← FIRE EXIT

المؤسسة العامة
The Benchmark
☆☆☆

Carton Plant
مصنع الكرتون

Carton Plant After & Before

Before After

Carton Plant Layout
تخطيط مصنع الكرتون

الرقم	الغرفة	المساحة	الملاحظات
1	مخزن	100	مخزن المواد الخام
2	مخزن	100	مخزن المواد الخام
3	مخزن	100	مخزن المواد الخام
4	مخزن	100	مخزن المواد الخام
5	مخزن	100	مخزن المواد الخام
6	مخزن	100	مخزن المواد الخام
7	مخزن	100	مخزن المواد الخام
8	مخزن	100	مخزن المواد الخام
9	مخزن	100	مخزن المواد الخام
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13	مخزن	100	مخزن المواد الخام
14	مخزن	100	مخزن المواد الخام
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16	مخزن	100	مخزن المواد الخام
17	مخزن	100	مخزن المواد الخام
18	مخزن	100	مخزن المواد الخام
19	مخزن	100	مخزن المواد الخام
20	مخزن	100	مخزن المواد الخام

LEADERSHIP

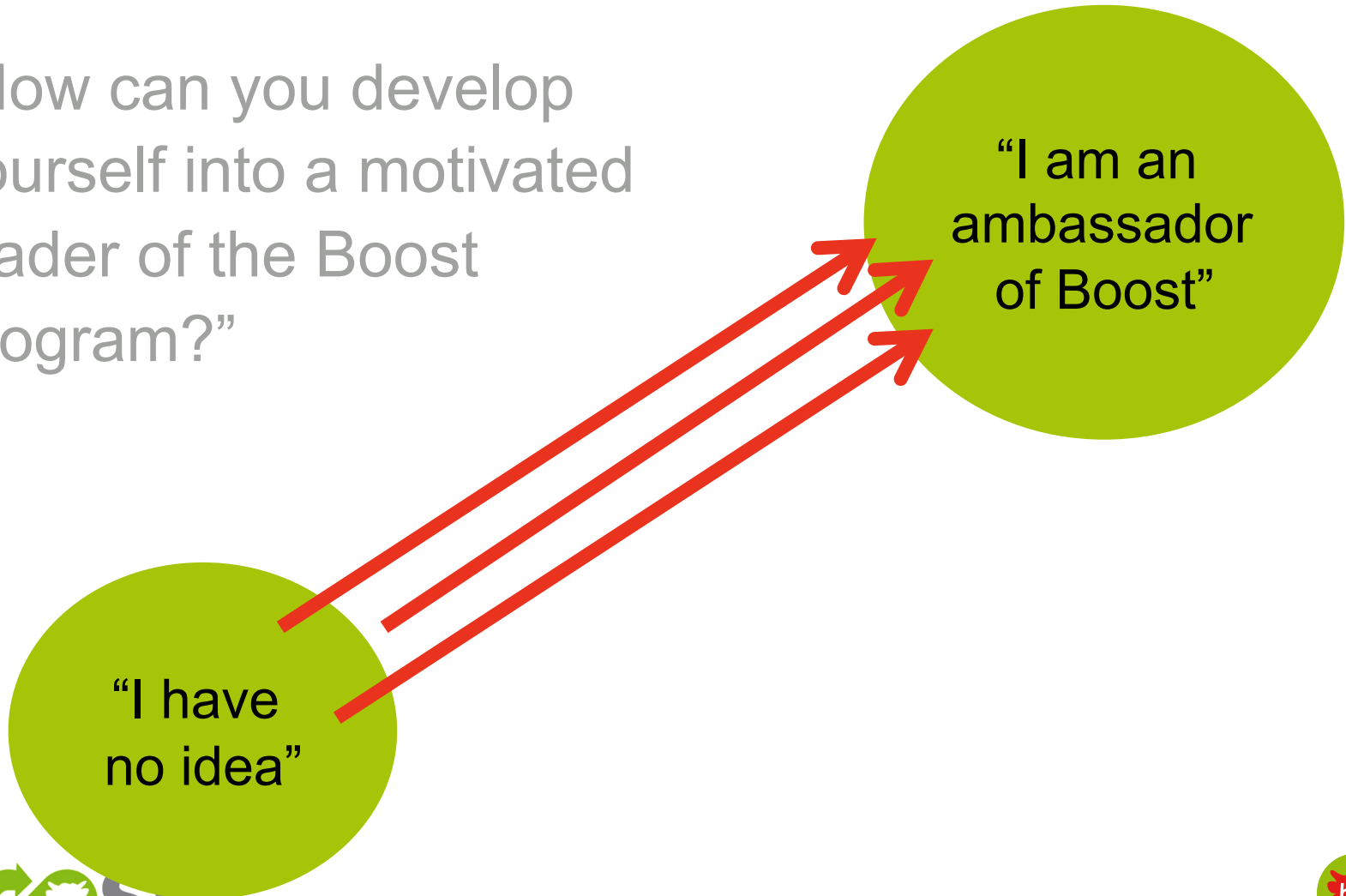
2012: Our site in Poland

- 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**

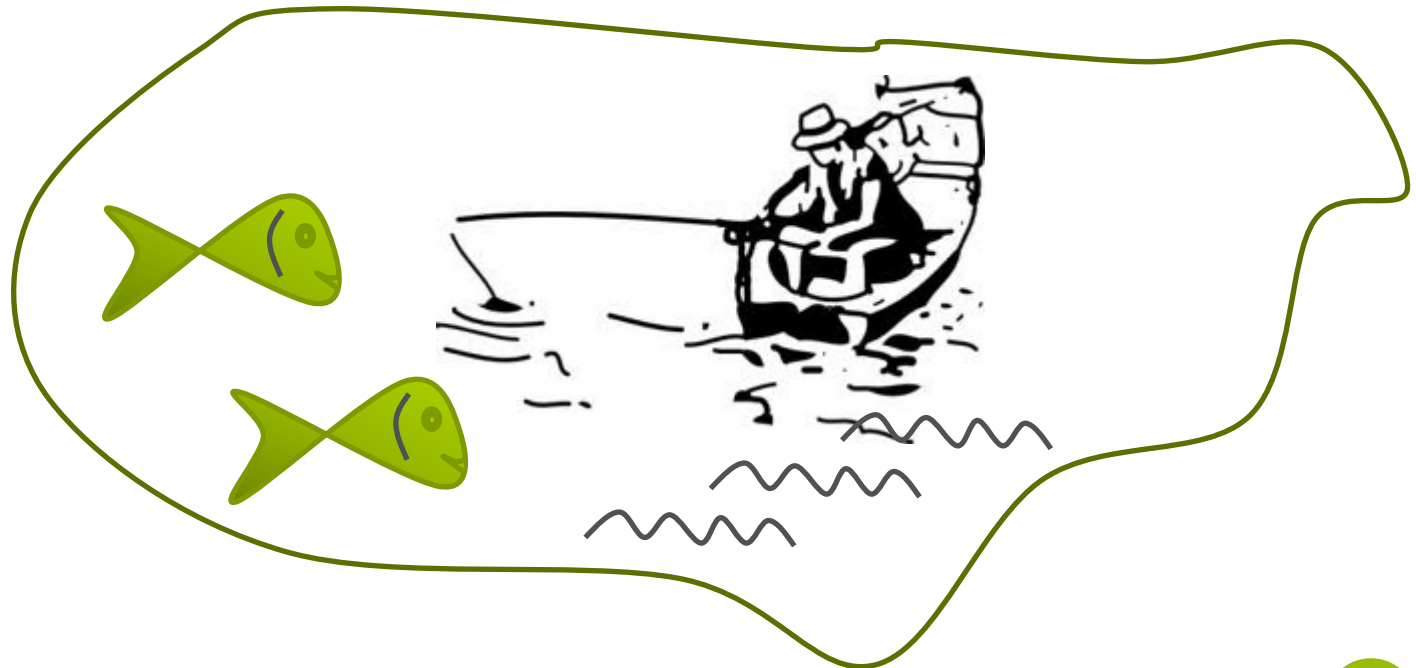
Key question to managers:

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



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.

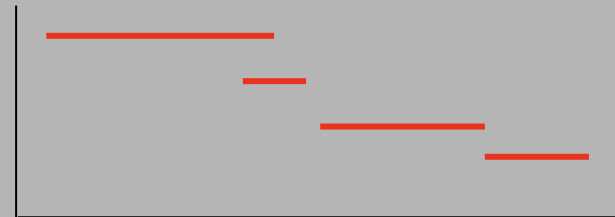


How can you maximize your catch?

Action list

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

Project plan

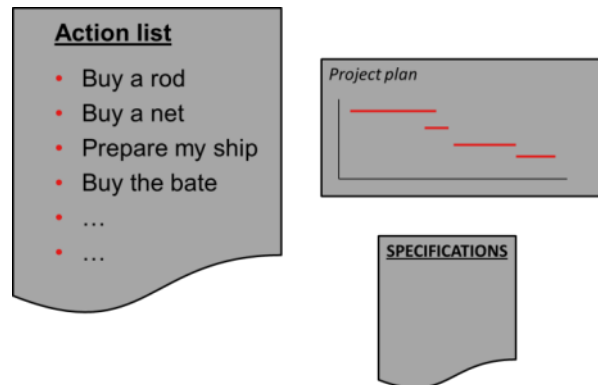


SPECIFICATIONS

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 !..

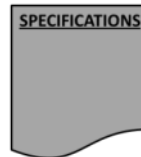
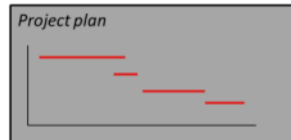
You need something extra !

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 ...

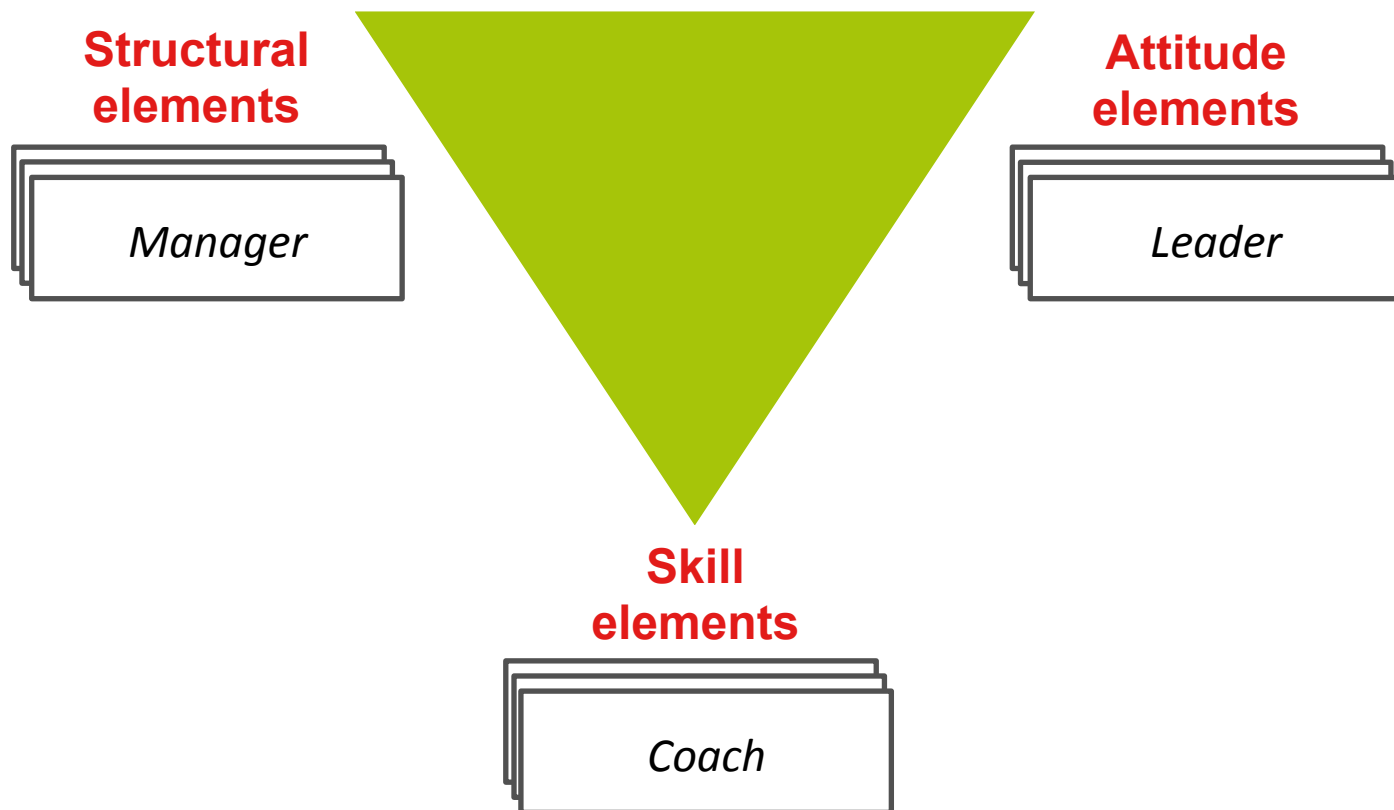
You have to love fishing !





The fisherman's actions towards results

Actions consist of three elements:



To become a Boost leader

**Structural
elements**

*Learn facts,
study*



**Attitude
elements**

*Learn to be
inspired*

**Skill
elements**

*Learn to do,
practice*

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”

Boost

EMPOWERMENT FOR EFFICIENCY