

QC Circle Summary Report

Theme

Driving Competitiveness Improvement of Irish Companies

Division

Dept.

Group

Team name

Manufacturing & Competitiveness

Competitiveness

Lean Team

X

X

X

X

X

X

Safety

Quality

Cost

Time

Workability

Environment

Circle Members

Enterprise Ireland - Irish State Agency, 780 staff worldwide

Competitiveness Department- 14 members, 4 on Lean Team plus manager

Theme Leader

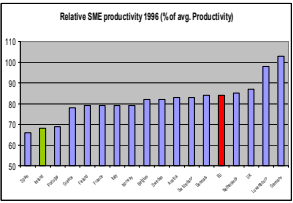
Richard Keegan-EI Competitiveness Department, Trinity College Dublin, Business School, EU Japan Centre for Industrial Co-Operation, UNIDO, EU Benchmarking, EU Company support, Lecturing and Writing

REASON FOR THE THEME

Irish SMEs are as competitive as Spain and Portugal

Irland in top 3 global exporters per capita

Irish MNCs in top 3 European competitive ranking



Belief that it was possible to effect change

GRASP THE CURRENT SITUATION

* Benchmark results - Made in Ireland 1,2,3 & 4

* Some sectors more open to change initially, now developing into all relevant sectors

Food

Engineering

Software/Service

Construction

*

Irish Performance - Ranking (18 countries)			
Company Size	0-9	10-49	50-250
Ireland	15th	15th	2nd

* Issue of sufficient capbility to support companies who want to develop?

* Need to develop an appropriate response for company desire and stage of development

ANALYSIS: approach and Questions

* Action Research-World Class Network - 30 companies-2007-2008

Applied Benchmarking for Competitiveness

L3

Process	The	Total	Overall	Six
Busines	Value	Lean	Target	

L2

Facilitated	Physical&P	Physical &	Production
Saving	Maintenan	Practical	Team
Sales and	Financial	Supply	Innovation
Business	Implement		

L1

Self	Physical	Process	Set Up
Check	Run Chart	People &	Basic Maintenan

Offer

Cost

Grant

Transform

>100k

<50%

Plus

<70k

50%

Start

€6,300

€5,000

Diagram showing a cycle: Compare -> Look -> Understand -> Think -> See -> Look

* Pilot roll out @ L1 proved impact of 7 day lean interaction, without "Richard"

* Was there enough capacity available of Lean Consultants?

Developed "acceptance" criteria to join "Lean Directory"

Went to market -Directory now has over 100 consultants spanning Sectors/Size/Geographic Location/Functional Expertises

* Could we move from "Own Writings" towards a National "Norm"?

Approached NSAI (BSI equivalent)

Formed team representing : Industry, Rrepresentative Bodies, Consultants, Academics, State

Produced SWIFT 11:2013 Driving Competitiveness using Lean

* Could this become National Policy - Forfas senior manager visit to Deeside

RESULTS

633 projects supported to date:

397 Start

Avg saving +€55k

Employment up an average of 11

162 Plus

Avg saving +€145k

74 Transform

Significant

€17.8million Grant commitment from State

€44.6million committed by companies

Sum of €69.7 million for programme (25.5% Funding rate overall)

Sales/Emp up €37k = 20% Prod Imp

6,029 people trained in Programme

53% Lean te

Sales up 40%

1,600 trained after Programme

Delivery adherence up 43%

58% appointed Lean Champion

Prod&Service quality up 30%

Total Productivity gains = €662 million

STANDARDISATION

* Action Plan for Jobs 2104

* IDA(FDI Agency)-Developing their new strategy under new CEO and our old CEO as Chairma

* NSAI - Lean SWIFT

* Teagasc-Farm development agency

* Udaras Na Gaeltachta - using Lean for their clients in Irish speaking areas

* IBEC(CBSI eq)- Pharmachem, Irish Medical Devices Group, Manufactured Products group

* Industry Research and Development Group-Lean Innovation

COUNTERMEASURE / IMPLEMENTATION PLAN

1997	2004	2006	2007	2008	2009	2011	2013	2015
WCM in Irish Context Book&Conf	WCM in EU (Conf)	Achieving Performance Excellence (Conf)		Lean C.(KK) Pilot Deeside visits start	Lean Conf (RK)	Lean Conf (KK)	Lean Conf (KK)	Conf
			World Class Network (18 months)		Japan visit		Taoiseach visit	
							Toyota Japan	
				Best Practice visits: Deeside, Local:Big and Small, Natl and Intl, EU, Japan-Eu Japan Centre for Industrial CO-Operation and own organisation				
				Produce & Publish :Applied Benchmarking for Competitiveness, East and West, Becoming Lean				
				Becoming a Lean Service Business				

DEVELOPMENT OF MEMBERS

Lean team members have grown from being led to the point where they are taking own initiati

They are challenging to be let do more and better quality work

DIFFICULTIES ENCOUNTERED

Initial sceptcism that it could work

Now, belief that it can't fail

Issues of being a "Tall Poppy"

SOLUTIONS

Working to find a way to further de-Richardise things

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