



A Passion for customers is.... ... a passion for efficiency and simplicity

Julian Beaney



Investors in Excellence

- Is dedicated to helping organisations improve their performance, through investing in excellence.
- Is the largest organisation of its type in Europe.
- Is not-for-profit – a registered charity.
- Provides access to regional, national and international best practice across all sectors



We're
unique
(here's
why)
←

We are here to help – just ask!



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Tip 1

Ensure you have the
elements of excellence
in place

Looking for excellence?

**Which
reflection do
you see?**

**Whose
mirror?**



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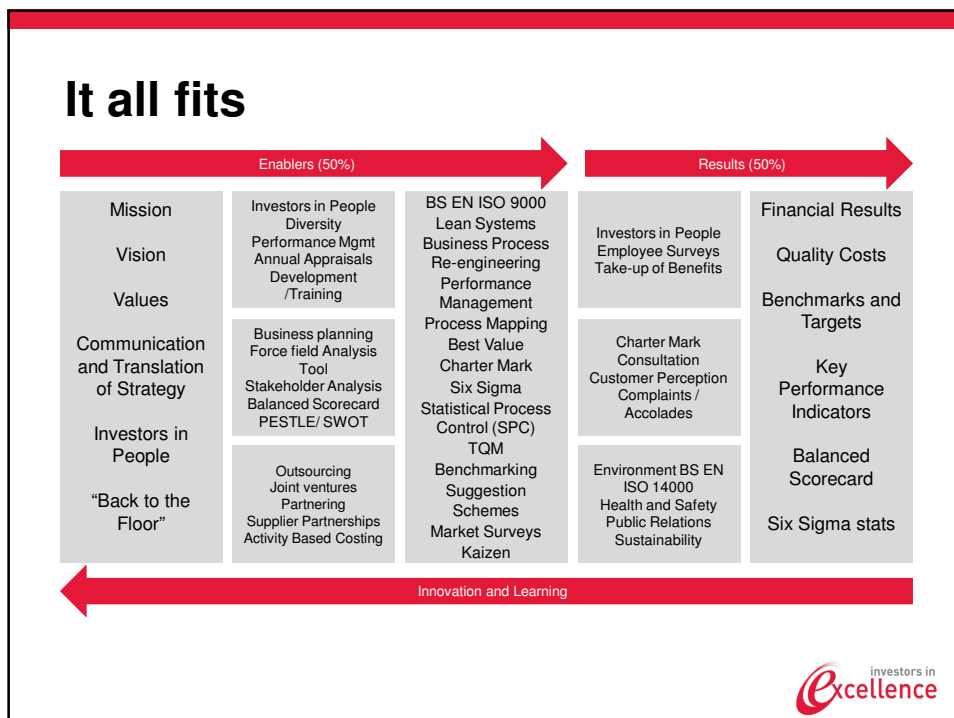
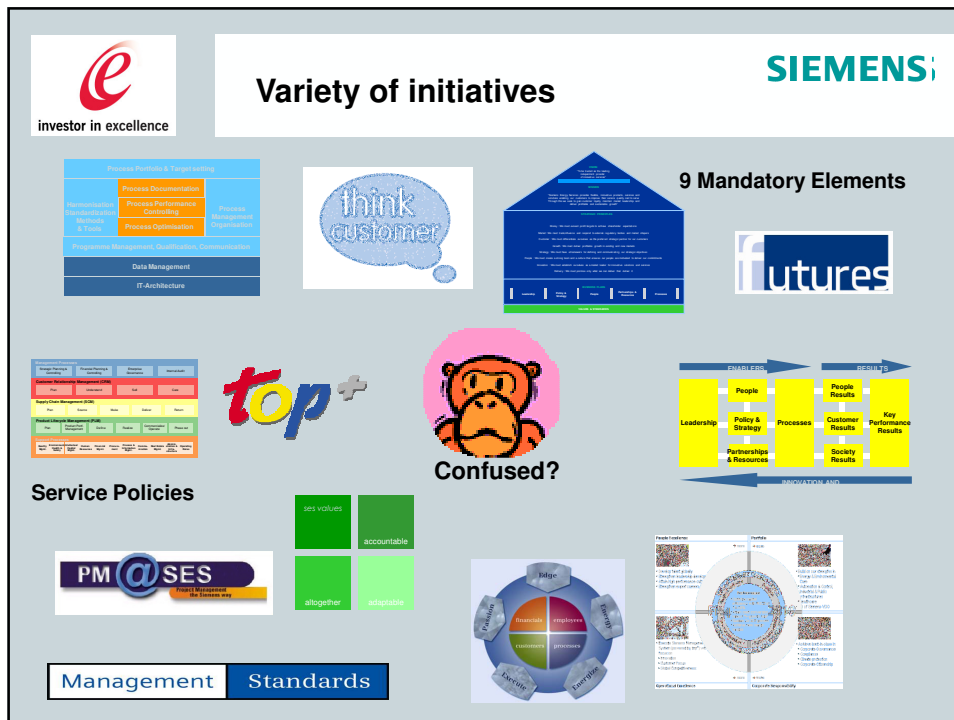
**The liE standard has the key questions for
any organisation**

**Are we doing the right
things well?**



Are we outcome focused?

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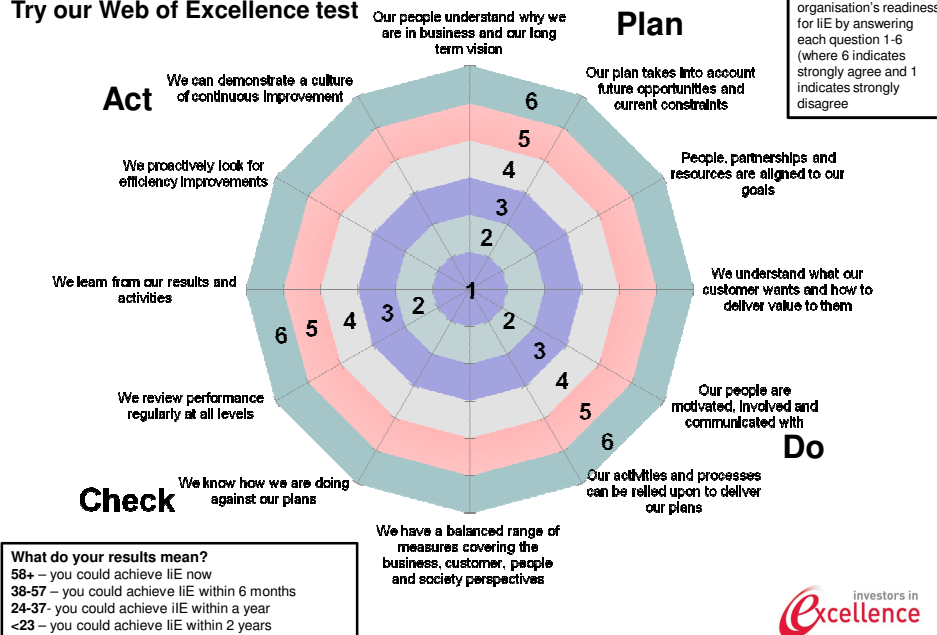
What Does Our MD Think?

“The Investors in Excellence standard helps us co-ordinate initiatives and programmes within our organisation under one over-riding umbrella and helps staff understand how all these programmes and initiatives complement each other in our pursuit of excellence.”

Paul Maher, managing director



Are you ready for excellence? Try our Web of Excellence test

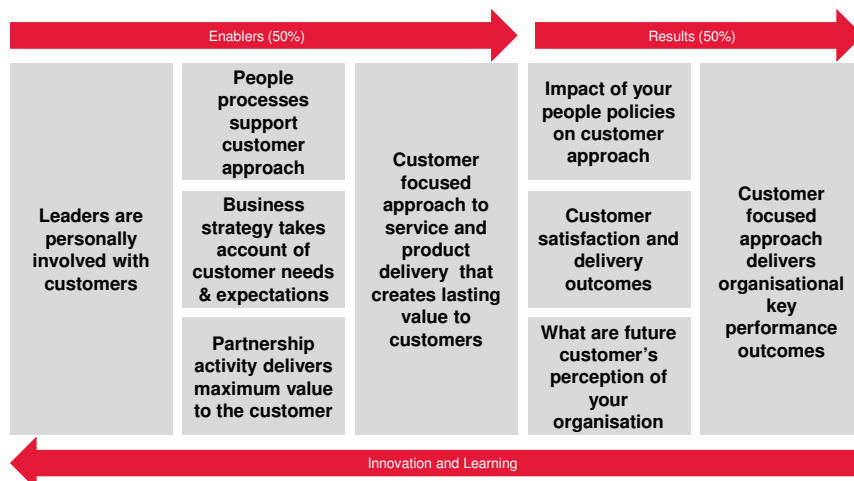


The so what question

- Proven framework to drive improvement
- Facilitates continuous change
- Asks difficult questions
- Applicable to any organisation
- Flexible and adaptable
- Encompasses all other quality and regulatory standards
- Results driven
- Outcome focused



Are all elements customer focused?



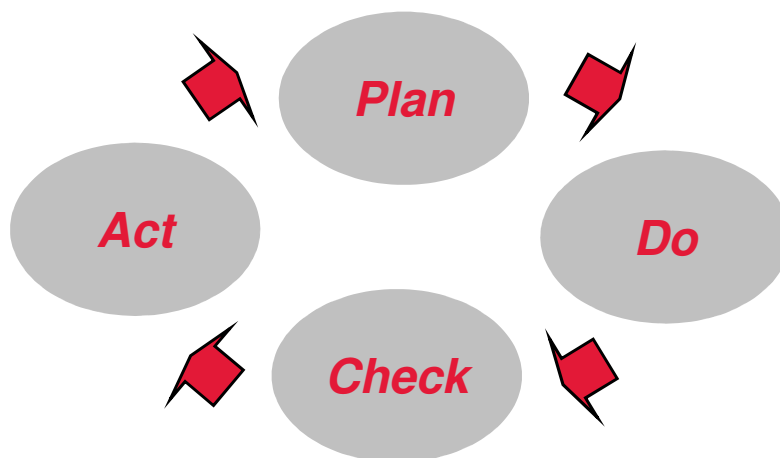
Tip 2

Engage staff in a meaningful way – they know how to improve services to customers.....

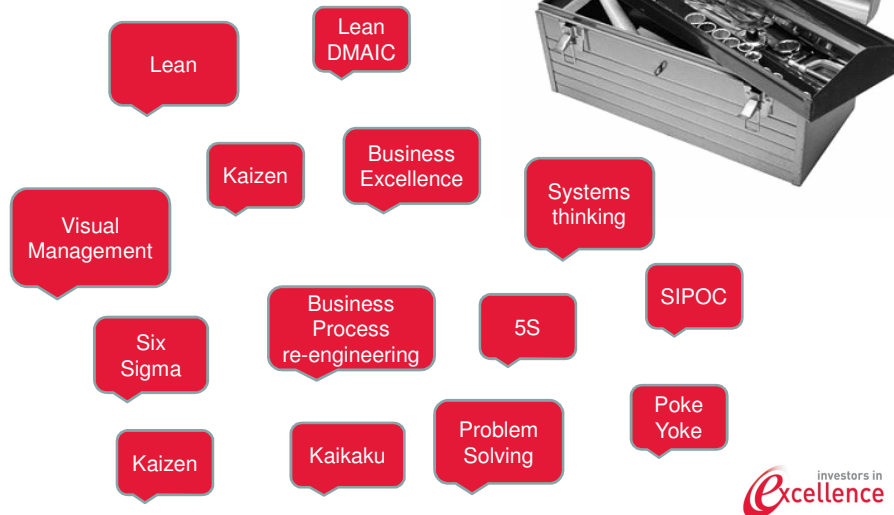
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Tools work best when they are used in the right way...as part of a structured process



Which tools?



20% Tools, 80% Mindset

Andon Pull Cord Line Stop System

GM

Line stopped 10s of times per week

Toyota

Line stopped 1000s of times per week



You have to constantly & continuously provide

Skill

Will

Opportunity

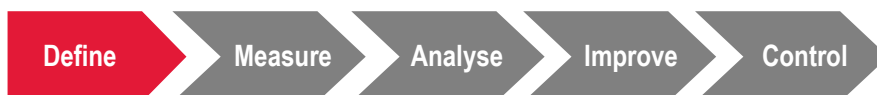
*This is the **BIG** innovation in customer service, getting people to be personally responsible and do it!!*

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1. Think customer!

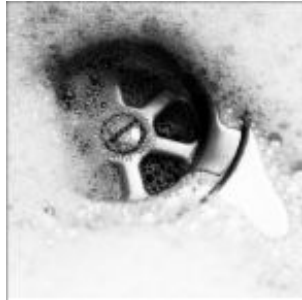
- Define who the customer is and what is value to them?
- What is their experience



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Your passionate people know where the plug holes are

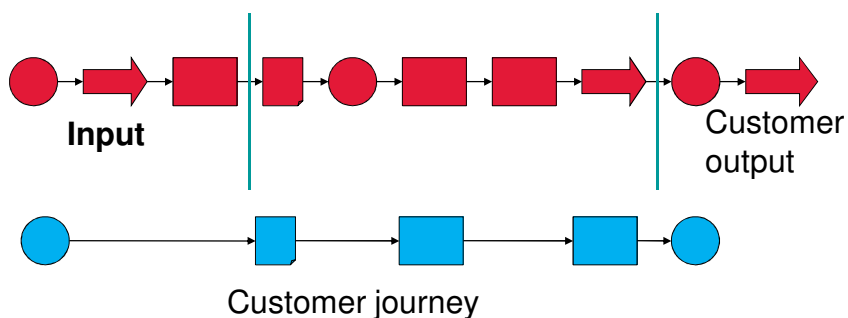


- Over production
- Inventory
- Misused resource
- Defects
- Waiting
- Process
- Transportation
- Motion

There is a 9th waste, any ideas?



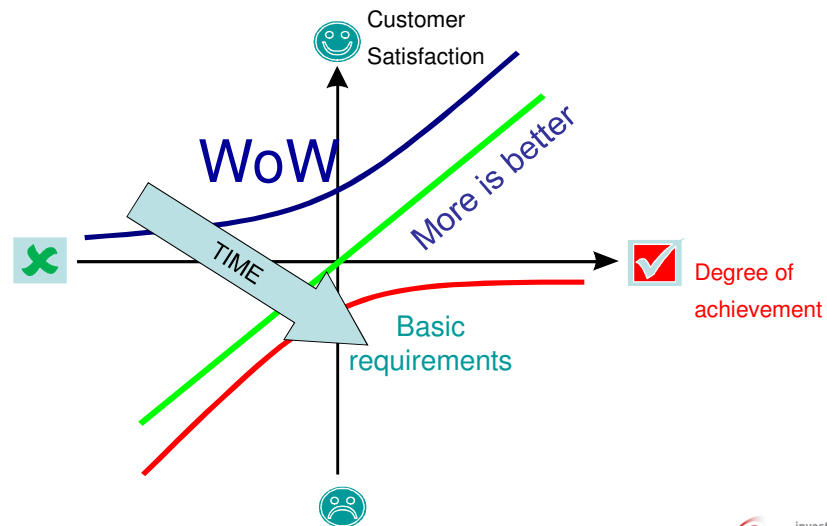
Are you clear on the customer journey (moments of truth or touch points)



- What are the main customer touch points
- What do customers want from each?



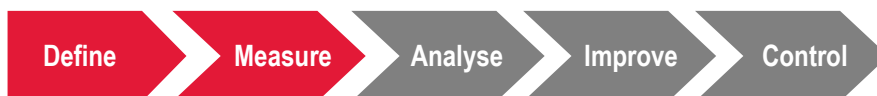
Impact of time....



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2. Separate.... Perception from Fact

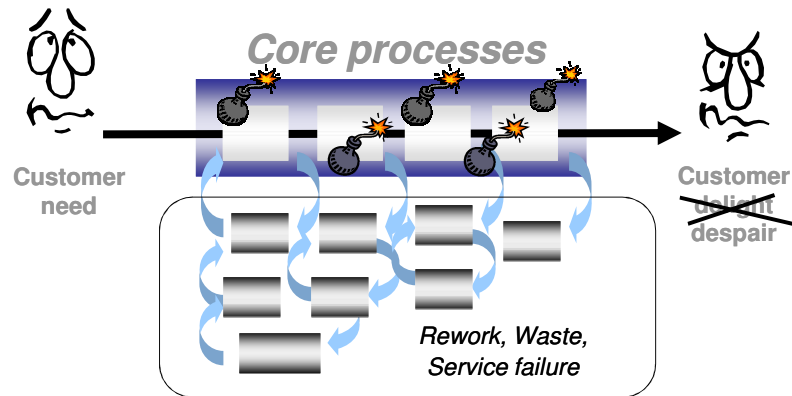
- Find out what is really happening
- What is the actual customer experience
- Where are the problems or issues or waste?



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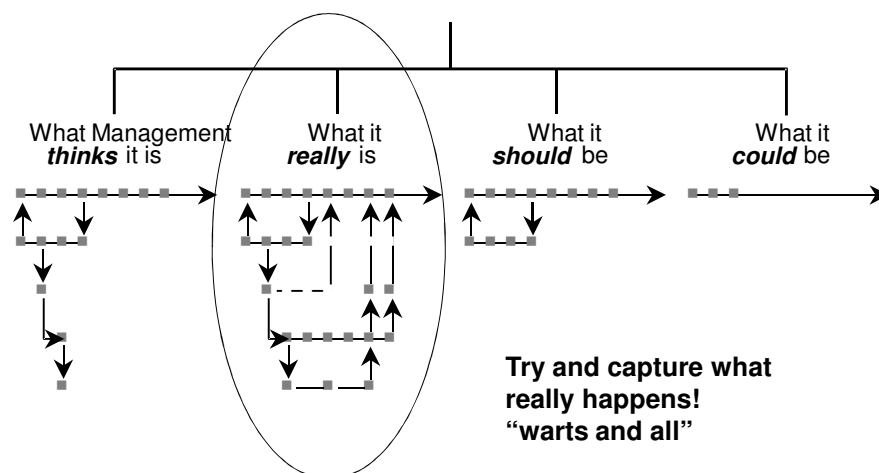
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We think process to find the problems



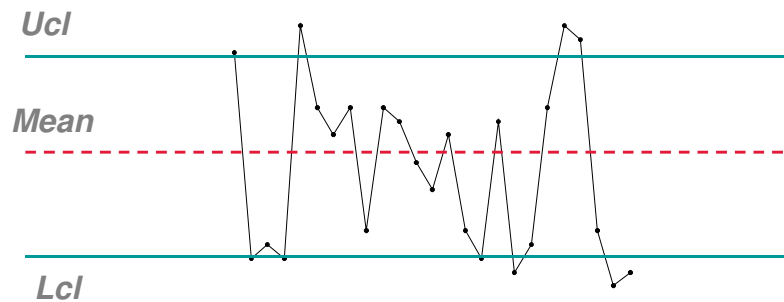
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We need to find out the facts not myths!



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How predictable are our services?beware the average....



“Strange things keep happening, I can't predict from one day to the next what this process is going to do, or what experience the customer will have”



3. Establish the root cause of problems

- Knowing how to spot problems in a process
- Costing problems
- What are the possible root causes of the key problems identified?



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Establish the root cause

- Logical approach
- Focus on a few direct causes
- Use factual data
- Depth of investigation
- Clear identification of the root cause
- Visual understanding



4. Identifying the right solutions

- Visualise the future state
- What are the possible solutions and which ones do we want to concentrate on?
- Plan and test solutions



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5. Change, change, change

- Motivating, communicating and managing change
- Changing old habits.....
- Day to day process management including visual management, audit and monitoring
- Ongoing continuous improvement



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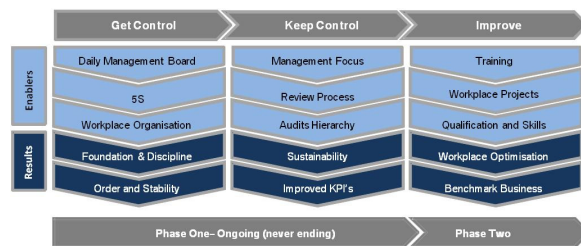
Outcome track record

- Financial impact
 - UK logistics firm. Four projects identified cost savings of at least £500,000.
 - Large housing group – void management. Efficiency savings worth £200,000 minimum
- Greater customer focus.
- Improved service levels.
- Created better communication between teams
- Greater commitment to improvement at a senior management level
- Participants gain set of skills in CI, leadership and facilitation to transfer to others and use in future project work



Best Practice - Lean improvement journey at BMW Plant Hams Hall

- Get Control
- Keep Control
- Improve



Ricoh Group's CI Philosophy

Q. How Many Jobs do we have at Ricoh?

A. We all have **2** Jobs.

Our normal job + our Continuous Improvement job

Improving ourselves
our process and our Business.

Top tips – *hints to takeaway*

- Ensure you have the environment for excellence to succeed – *find a good mirror that is easy to look in and then make changes!*
- Engage staff in a meaningful way – they know what needs to improve.... – *remove anything that doesn't add value to the customer*



We want to help your organisation improve...
....just ask.....

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