



## How to Make Lean Stay

December 6, 2023

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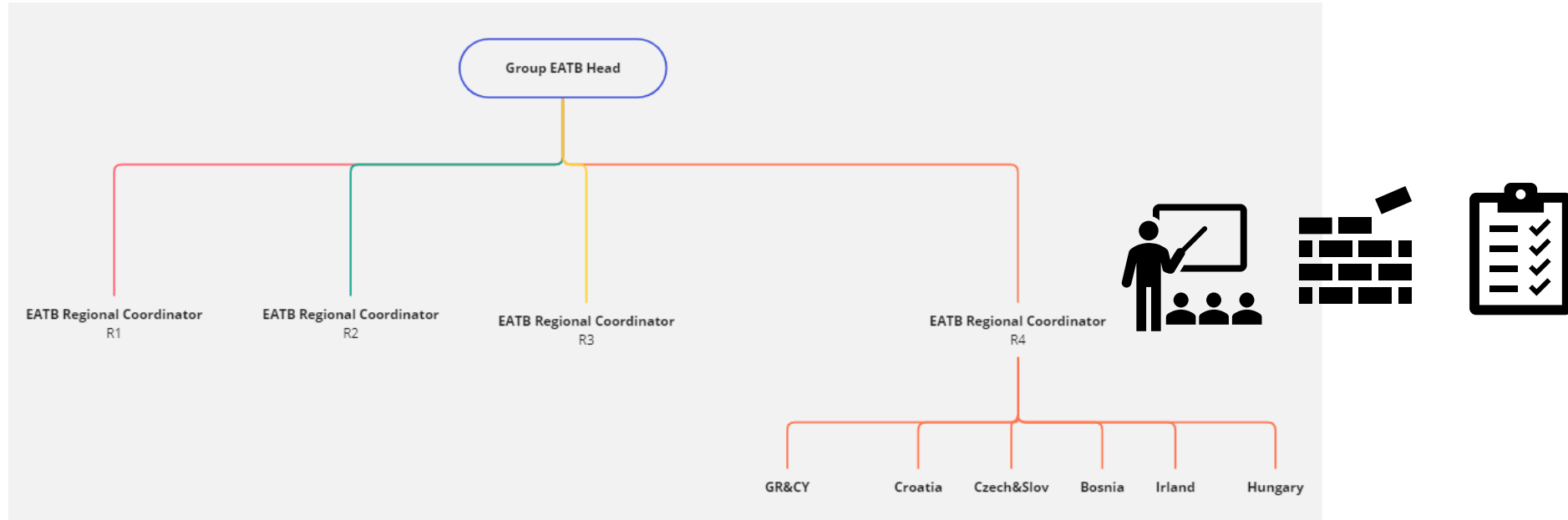
*SC Capabilities Development Mgr, GR&CY*



# Lean Manufacturing as a CCH Change Project

**2008** Introduction of Lean Manufacturing in pilot Coca Cola Hellenic BUs

- ✓ 5S
- ✓ Quick Changeovers (SMED)
- ✓ Structured Problem Solving (KAIZEN)
- ✓ Autonomous Maintenance
- ✓ Performance Mgt
- ✓ Operators Development Program (ODP)



Diagnostic

Solution tailoring

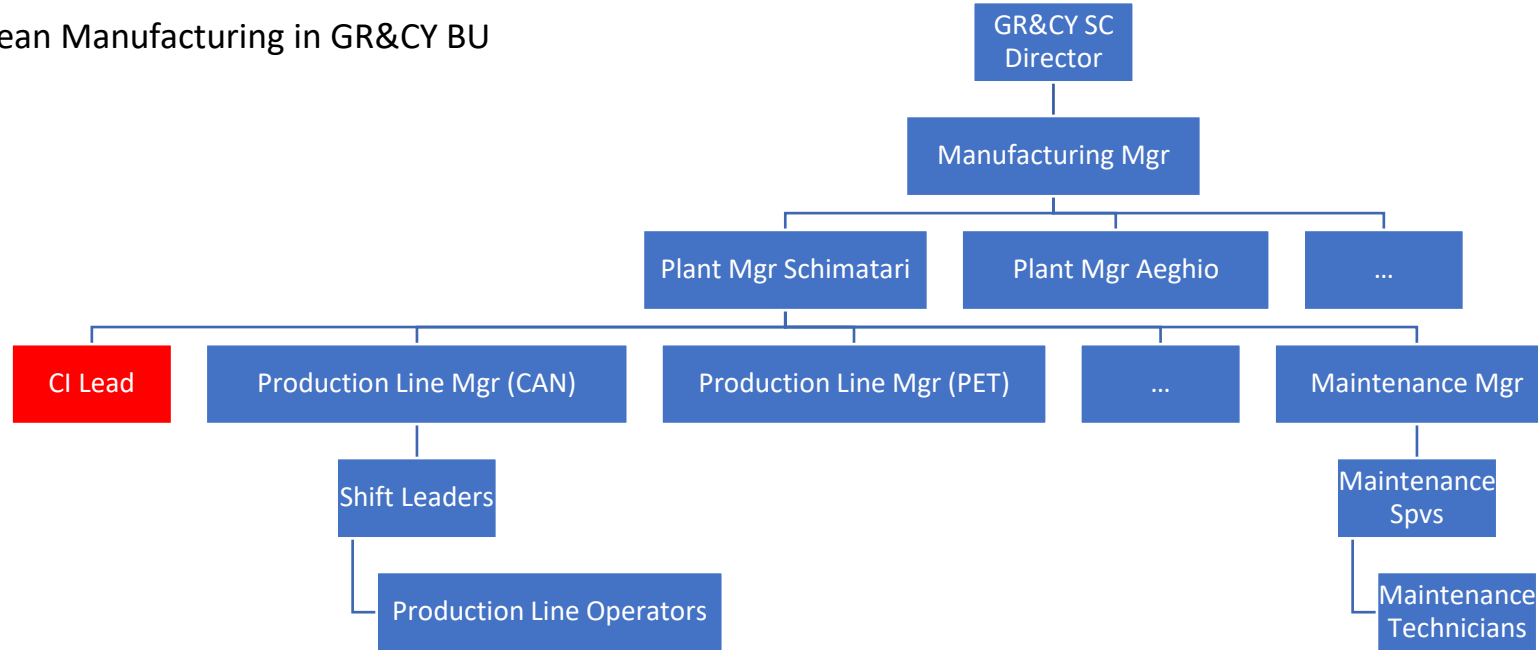
Embedding  
(testing)

Roll out

Certification\*

# Lean Manufacturing as a GR&CY BU Change Project

**2010** Introduction of Lean Manufacturing in GR&CY BU



**2012** Lean Manufacturing Certification for GR&CY BU



# Lean Manufacturing as an Embedded Culture

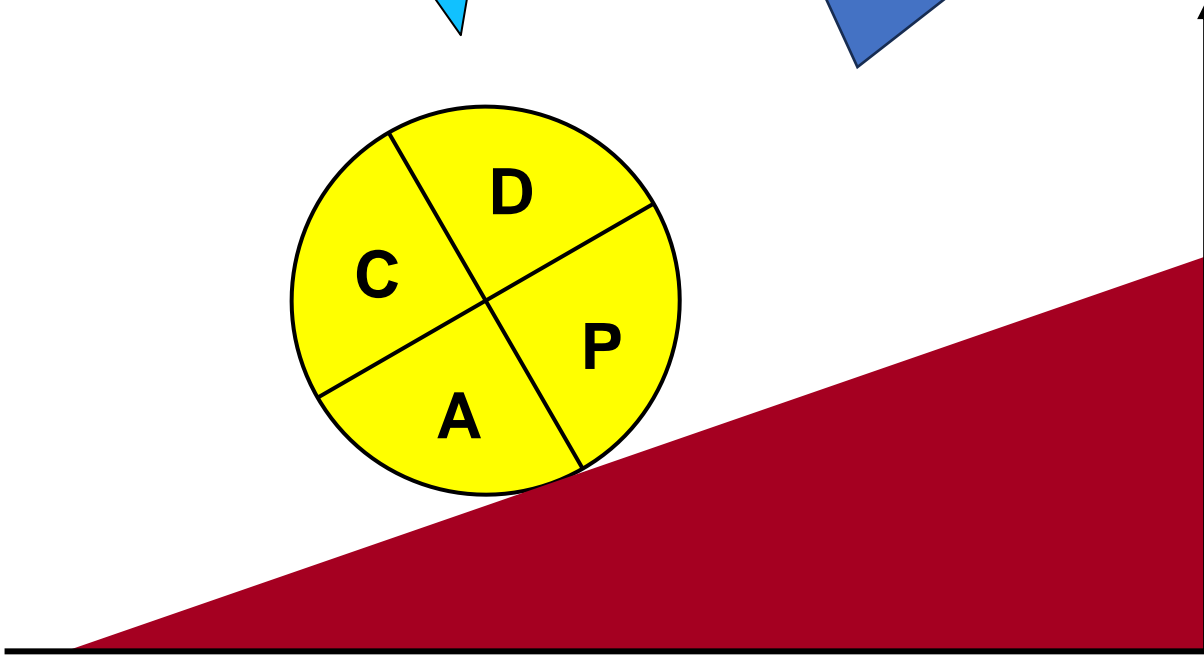
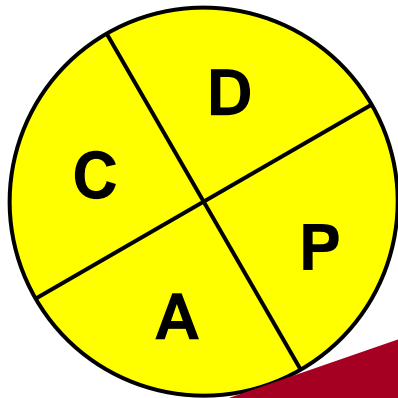
**2013-2015** Recertifications by EATB Regional Coordinator



PDCA drives Continuous improvement

CHECK through Recertifications process by the EATB Regional Coordinator with top training and experience:

- ✓ Lean Manufacturing Solutions in place?
- ✓ Retraining opportunity on standard methodology!

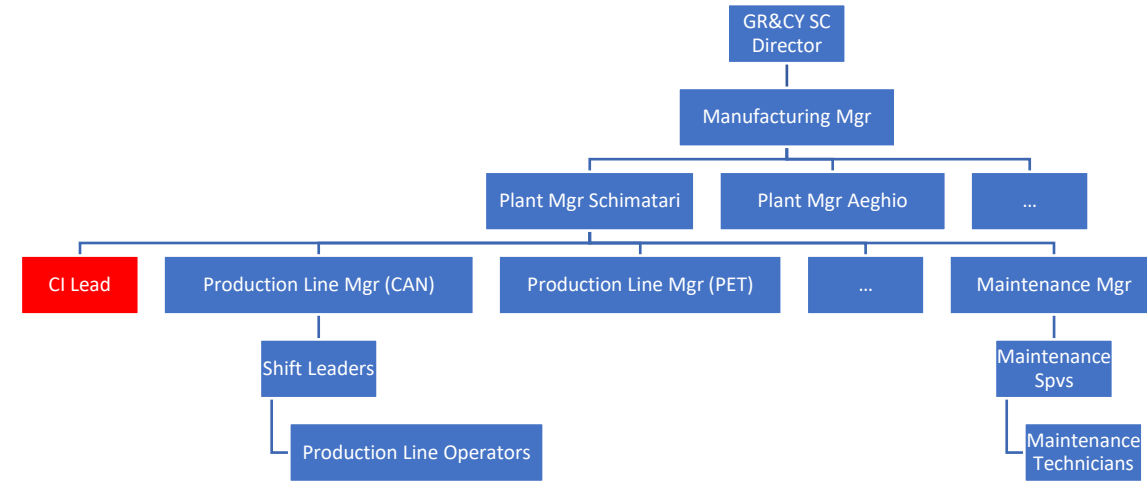
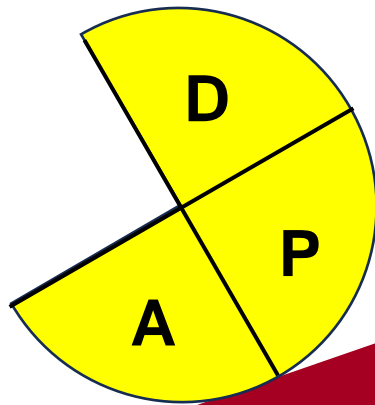


# Lean Manufacturing Slowed Down or “Who moved our cheese?”

~ 2016 Recertifications process discontinued

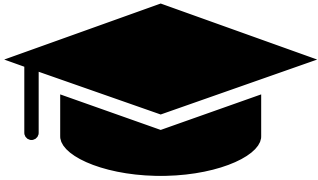
## And then What?

- Turnover, people change roles or leave the company
- ↓
- Quality of knowledge transfer to newcomers varies with Trainer’s capabilities
- ↓
- If you’re not aware of LEAN’s value you don’t use it



# Lean Manufacturing Slowed Down or “Who moved our cheese?”

## 2022 Capabilities Development Role



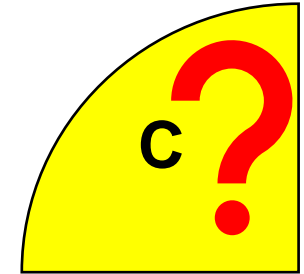
Curriculum for all SC Roles, from SC Director to Production Operator, gathering all necessary capabilities for someone to perform and excel in their role.

Including of course Lean Manufacturing Training.

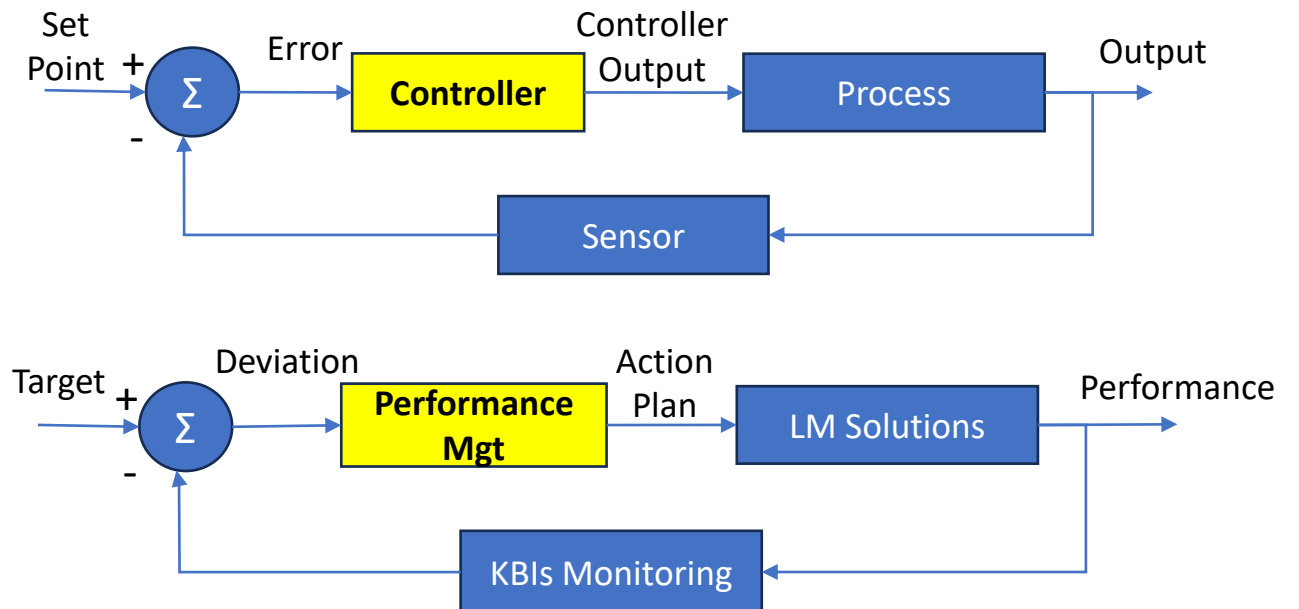
We found the answer in  
**PERFORMANCE MANAGEMENT**

### What was still there?

- Autonomous Maintenance kept momentum
- 5S at ~70%
- Shift handover meetings stopped or sparse
- Few KAIZEN sessions and in questionable quality
- Very few new SMED sessions or challenge to improve
- ODP ~50%

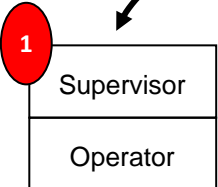
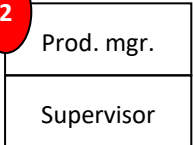
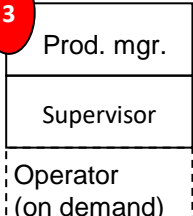
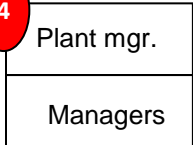


Where is our Cheese

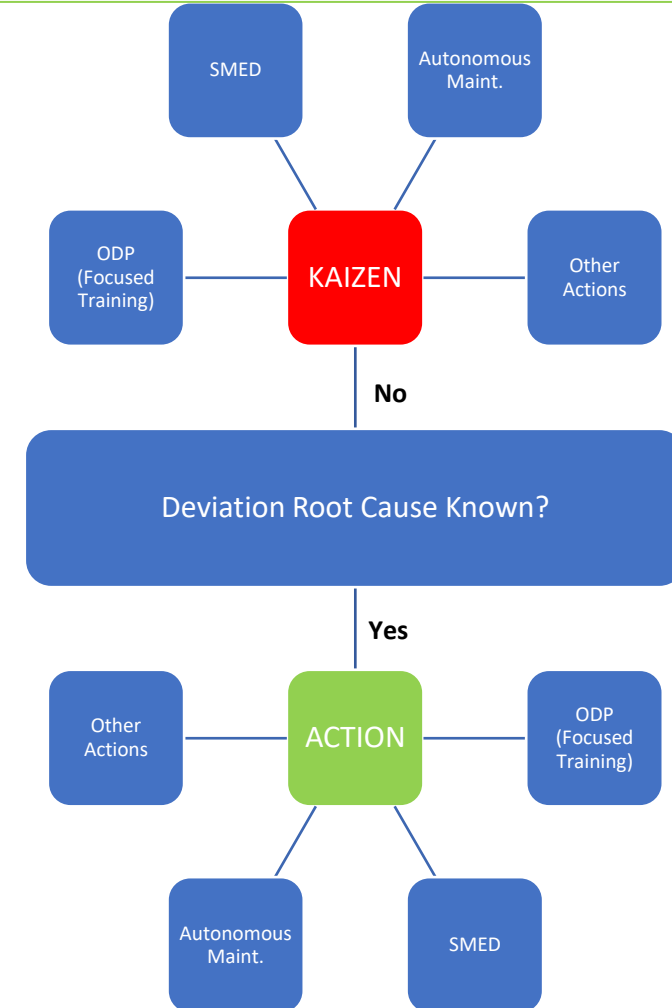


# Lean Manufacturing Bring it back and “Make it Stay”

## Overview of performance review meetings

Location	At the line	In production area		In the office
Participants	<p>1</p> 	<p>2</p> 	<p>3</p> 	<p>4</p>  <p>Report</p>
Frequency	Daily shift handover	Daily meeting	Weekly, intensive Measure-discussions	Monthly
Reports used	Performance board (line)	All lines performance boards	KBI dash-board of the production area	Management report, including evolution of Cost, Sustainability, SLE performance for past x months (by line)
Duration	10 Min.	15 Min.	30 Min.	60 Min.

Basic Performance Mgt Dialogue across all leadership levels.  
If you ask these questions, you will find your way to learn and use Lean Manufacturing Solutions



# Lean Manufacturing Bring it back and “Make it Stay”

1. Start at the top

What is of interest  
to my Manager,  
Excites me!

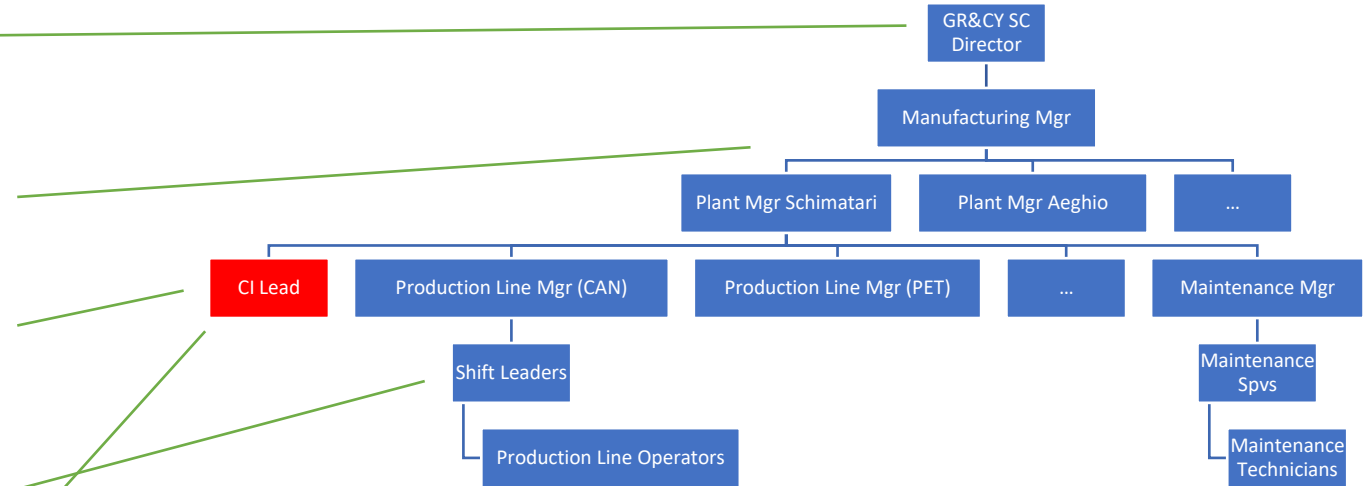
2. Train **SC Lead Team** and deliver **Performance Mgt** routines as per standard

3. SC Lead Team members train and deliver Performance Mgt routines as per standard in **their teams**

4. Cascade further down to the last **Front Line Leader** to train and deliver Performance Mgt routines as per standard in their teams

5. Train and coach **CI Leads** per site and build them as the missing **CHECK** part of the PDCA

C







**Thank you!**