

# YOUR GUIDE TO IMPROVING PRODUCTIVITY

creating sustainable customer value & improved profits with lower costs



This programme is now available co-funded with a Government contribution of 90% via the apprenticeship scheme. For further details call **01253 808380** [info@rkmsuk.co.uk](mailto:info@rkmsuk.co.uk)



Centre No: 045767



Approved HABC Centre



# accelerate,

The Accelerate programme has been running in Scotland for the past 15 years and has engaged with more than 450 organisations. To date the programme has delivered in excess of £45M in business improvements

The Accelerate Programme can now be delivered as an apprenticeship leading to a **L2 NVQ** in Business Improvement Techniques.

**What is the Accelerate Programme?** – the programme is a series of workshops with support from a lean practitioner / assessor.

## accelerate, in theory!



### What is Lean?

The heart of the lean management concept lies in creating more value for customers with fewer resources.

There is a mistaken belief that lean techniques are only used in manufacturing. Nothing could be further from the truth because lean management thinking applies in all businesses and every process. Lean is not just a cost reduction program, but a way of thinking and acting for the benefit of an entire organisation, its clients, customers and stakeholders.

### Lean is for all kinds of businesses small and large

Businesses and organisations of all types and sizes use lean principles to guide the way they think, what they do and most importantly, how they do it.

Lean thinking changes the focus of management from optimising individual technologies, assets and functional departments to optimising the flow of products and services to flow horizontally across technologies, assets and departments to customers.

Eliminating waste along entire processes instead of at isolated points results in:

- less human effort
- less space
- less money
- less time to make products and services
- less cost incurred
- much fewer defects

What's more, businesses and organisations who adopt lean management thinking are able to respond to changing customer needs with:

- high variety
- high quality
- low cost
- very fast throughput/response times

And information management becomes much simpler and more accurate too.

### Accelerate - creates sustainable customer value & profit improvement with fewer resources

The Accelerate Programme or "Lean Management Thinking" (LMT) Programme has been running in Scotland for the past 9 years, it has seen different sized companies from all business sectors apply real improvements to their bottom line. And from mid-2009, the Accelerate Programme has been delivered by RKMS throughout England.

Our delivery team have diverse industry backgrounds and many years of experience in implementing Lean projects in almost every business environment. Throughout previous LMT programmes we have worked with approximately 450 companies to generate over £45m of business improvements.

This programme will give you the opportunity to benchmark your processes with other businesses across all sectors and provide the framework for inter-company learning. The programme brings together local companies to network whilst working on real time "Lean" projects to improve business efficiency. Not only does this programme deliver cost savings to your business, each participating delegate will receive a professional management qualification in business improvement techniques.



*"We really appreciate the help from Scottish Enterprise and also the excellent training and support provided by Accelerate, and would welcome any opportunities to work together again."*

Isla Buchanan  
Director  
Hello Scotland

**RKMS ensure that your lean management brings continual benefits for years to come**

The word transformation or lean transformation is used to describe an organisation which is moving from an old way of thinking to lean thinking. Such a transformation requires a complete rethink about how a company conducts business. This takes a long-term perspective and perseverance.

That's why RKMS provide committed support through 5 key modules to ensure that lean thinking is embedded in the company from top to bottom. This ensures that lean thinking becomes a "dedicated way of life" not a brief exposure to training which comes and goes with little or no impact on the organisation.

### Phase 1: Gaining Senior Management Commitment

Awareness Seminar

Pre-programme visits

Strategic Senior Management Module

### Phase 2: Sustaining commitment & measuring management/operational teamwork

Module 1

History of Lean / DMAIC  
Value Stream Mapping  
Added Value / NVA  
Waste Analysis  
Problem Statements  
Objective Statements

Module 2

Problem Solving Tools  
(Pareto, Why-why, Cause & Effect)  
Lean Simulation  
Flow / Customer Pull  
Lean Behaviours

Module 3

Lean Measurement  
Supply Chain  
Analysis SIPOC / PDCA  
Workplace Org - 5S  
Cost of Quality  
Poka Yoke  
Visibility of Measurement

Module 4

Time Audits  
Processing Efficiency  
Value Demand  
Failure Demand  
ORE / OEE  
Lean Presentations

Presentation

Management Presentation

assessment & support

assessment & support

assessment & support

assessment & support

on site support & consultancy

in company implementation & measurement

The programme involves identifying a real-life quality improvement project. The teams identify a project attend workshops to understand the range of tools and techniques that are available and learn how to implement them in a real-life quality improvement project.

The lean practitioner / assessor provides guidance and support during the project to realise the improvements. This is mapped against the requirements of the **L2 NVQ qualification in Business Improvement Techniques**.

At the end of the programme the organisation will have benefited from implementing an improvement project that will save money and increase productivity and the delegates will have embedded knowledge that they can then utilise on other improvement initiatives & projects.

### PROBLEM SOLVING TOOLS & TECHNIQUES

- Problem Statements
- Objective Statements
- DIAMAC
- 5 Why's
- Ishikawa
- Pareto Analysis
- 7 Wastes
- Brainstorming
- Benchmarking

### CONTINUAL IMPROVEMENT TOOLS & TECHNIQUES

- PDCA
- Value Stream Mapping
- Process Mapping
- SIPOC
- Poka Yoke
- 5s (workplace organisation)
- Supply Chain
- Cost of Quality
- ORE / OEE

### BENEFITS TO ORGANISATIONS:

- Reduced waste
- Increased productivity
- Significant savings on the bottom line!

## accelerate, in action!

#### How the programme works

We engage with each Management Team to understand their specific business needs prior to commitment to the programme.

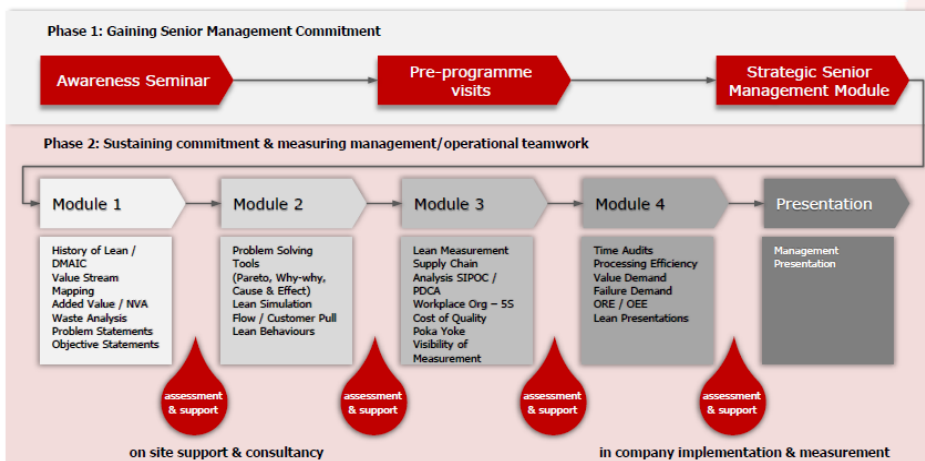
At this stage, you will begin to develop a 'Lean' strategy (see below Management Involvement and Securing Commitment).

Following Senior Management input, your company will then select a team of 5 people to engage in pragmatic Lean Project implementation over a five month period.

During this time, your people will develop Lean skills as they work in conjunction with other businesses whilst improving your business - the networking and action learning is an invaluable aspect of this programme.

*"The greatest benefit from involving people in Lean Thinking is the flexibility that it brings to our operational planning. Our team members have developed confidence in decision making and the exposure they have had to other people from different companies on the programme is invaluable."*

*Alan Adrain  
Operations Manager  
Philips Lighting*



An additional module covering Health & Safety and legislation is added to NVQ variant of this programme.

#### Management involvement & gaining commitment

The Senior Management Module aims to achieve senior manager understanding of Lean principles and achieve 'fit' or alignment of business targets with potential LMT projects.

The link of strategy with Lean projects is fundamental to securing on-going Senior Management commitment.

A Strategy Mapping exercise on the Senior Management Module provides a key link for senior managers to champion and initiate the LMT process back in the workplace.

Participation of between 2-3 Senior Managers from each company is encouraged.

#### Lean practitioner support

Each team will receive regular one-to-one in company support from our experienced Lean Practitioners who are always on hand to support your projects back in the business.

#### Delegate assessment

Your Lean Practitioner will coordinate in-business assessment of delegates to ensure that each delegate reaches the required standard for the professional qualification. The objective is to link pragmatic Lean projects with staff learning and development.

**RKMS ensure that your lean management brings continual benefits for years to come**

## CASE STUDIES:



Abermed Limited is a market leader in remote medical and occupational health services across the UK. A lean management process was established from an operational and strategic perspective to engage all colleagues in the creation of a streamlined and straightforward client journey that ensured timely and accurate billing for all work completed. The process improvements initiated are delivering initial cost savings of **72%** vs the original objective.



Amici Procurement Solutions provide cutting edge sourcing solutions to companies across the Life science industry. In order to achieve its growth plans, Amici needed to implement two additional customers per month in its service routines with no additional resource. 57 actions resulted in key changes to their implementation process that reduced operational costs by **£13,000** per annum and yielded further customer benefits via improved pricing and faster implementation.



Royal Philips Electronics of the Netherlands is a diversified Health and Well-being company, focused on improving people's lives through timely innovations. As a world leader in healthcare, lifestyle and lighting, Philips integrates technologies and design into people-centric solutions, based on fundamental customer insights and the brand promise of "sense and simplicity". Philips has been manufacturing in Hamilton since 1946 and has two successful businesses on site – Low Pressure Sodium Lamp Manufacture and Luminaires. The company is investing in its people to develop operational initiatives that bring Lean activities to the forefront of manufacturing excellence. In 2008 Philips yielded productivity benefits in excess of **£100k** through their involvement in the LMT programme utilising SIPOC, Poka Yoke, Ishikawa, and Value Stream Mapping to name a few.



Axis-Shield UK is a leading provider of in-vitro diagnostic tests and equipment for laboratory and near patient use. The company's proprietary technology, and that of their partners, has many uses including: testing for blood gases, BNP levels and HbA1c, with applications in near patient care and hospital laboratories.

Axis-Shield is driven by the desire to give exemplary service to patients – and to do it as efficiently as possible. These can seem like conflicting aims. However throughout 2008 Axis Shield have developed teams across the business to work on Lean projects that are delivering enhanced customer performance whilst improving efficiencies



At Prestwick Airport, a Lean team looked at the whole process of recruiting staff as during 2007 there was a 15% turnover in staff which has significant costs attached to it. The process was mapped out and this revealed how many activities it takes to recruit a person into a position. It could take up to 45 weeks to recruit someone, 16 weeks at best. Activity charts with timings were produced following the process mapping. Ishikawa diagrams and Pareto charts were used to analyse the information. Bottleneck areas represented 22 weeks within the process data collected.



The Accelerate Lean Management Thinking (LMT) Programme has been delivered through Scottish Enterprise. Since 2003 over **400** companies have gone through the programme with literally thousands of people trained in the techniques. The productivity improvements to date are in excess of **£40M** – a figure generated by the companies involved in the programmes and not by us!

This programme is **90% funded** through the apprenticeship scheme meaning the cost to you as an organisation is as little as £350 per employee, over the past 15 years the average benefit to each organisation taking part is **£100K in productivity improvements** on their initial project with the majority going on to implement further improvement projects.

*Make an impact on your staff not your budget!*

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