

Deloitte.

The future of lean

Six provocations on productivity and growth

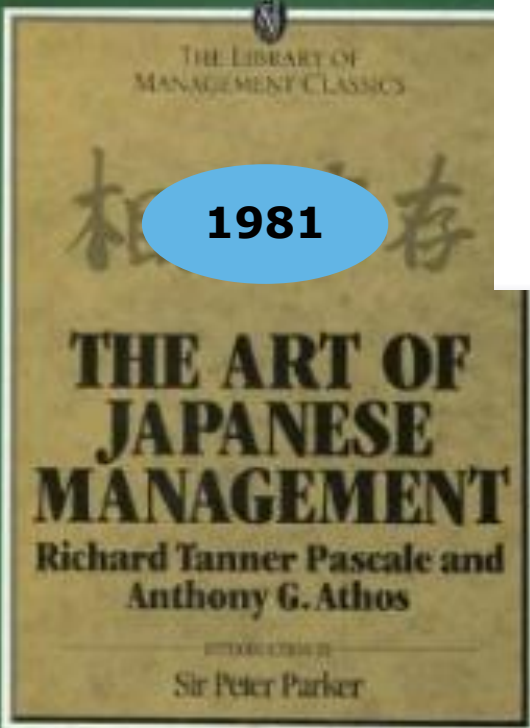
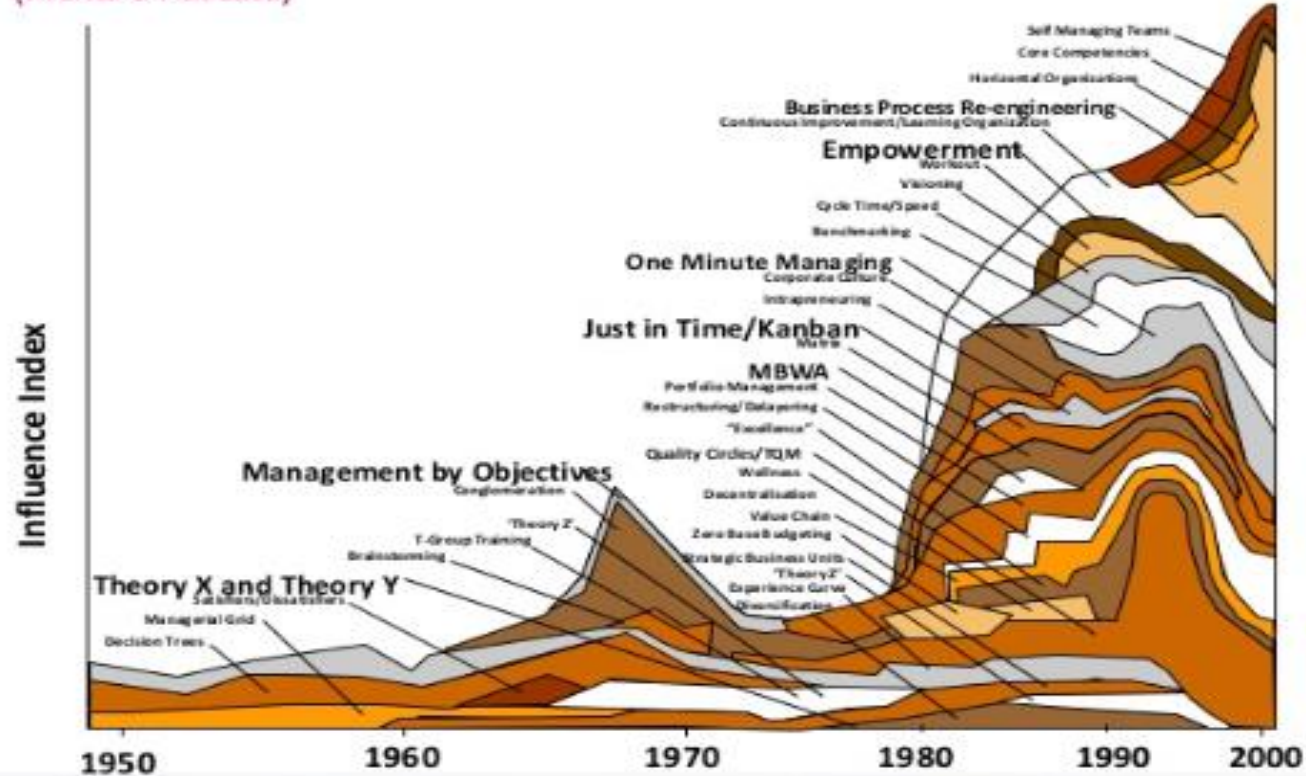
Geoff Gibbons
gegibbons@deloitte.co.uk
9 November, 2016

All content protected and may not be used or reproduced without the express permission of Deloitte

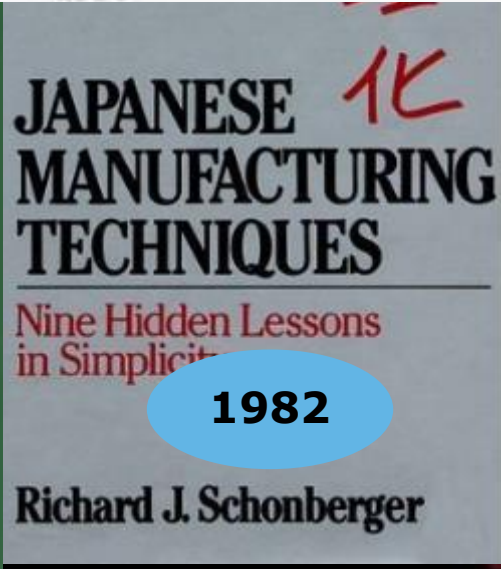


1945 onwards

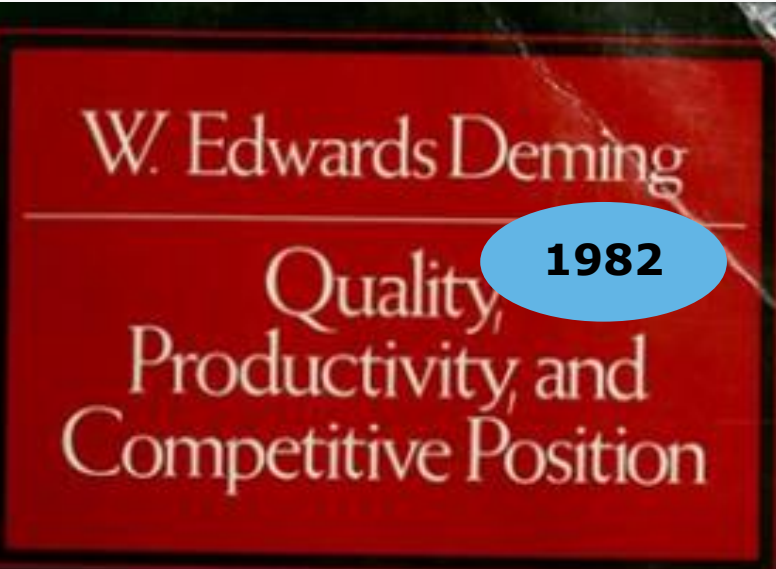
Business Fads 1950 – 2000
(Richard Pascale)



1981



1982



1982



1992



1996

Triumph of the Lean Production System

John F. Kozaik

1988

The RESEARCH FRONTIER REPORT... The study shows that since a wide range of performance levels among Japanese, North American, and European plants. Corporate parings and culture do appear to be correlated with plant performance, the level of technology does not. Plants operating with a "lean" production policy are able to manufacture a wide range of models, yet maintain high levels of quality and productivity. All

On one side of the world there is an assembly plant that is truly remarkable. Assembly line workers produce cars, computers, and lights. Apparently all the bugs have not been worked out though—during my visit several men were working alongside the robots in areas that tasks were complex. The line plants had little in the way of repair facilities because it was too costly to invest in working defects that should not have occurred in the first place. Perhaps you have heard comparisons like this: the first plant is like a man who says to you that the first plant has a significant productivity edge over its more automated competitors. The second plant is like a man who says to you that the first plant is a copycat old facility based on the best of the United States and run by one of Deming's Big Three professors, while in the production tool is a much newer Japanese plant based on a few lessons from Toyota. So much for technical superiority. I mention this example to illustrate a common myth about the auto industry—the myth that says productivity or quality performance is more or less predetermined by an assembly plant's location. What this example illustrates, and what you remember should be, is that there is a wide range of manufacturing performance and practice in Japan, North America, and Europe. Instead of finding a link between plant performance and country of location, I would like to suggest that performance, corporate parings, and the management philosophy are the key factors.

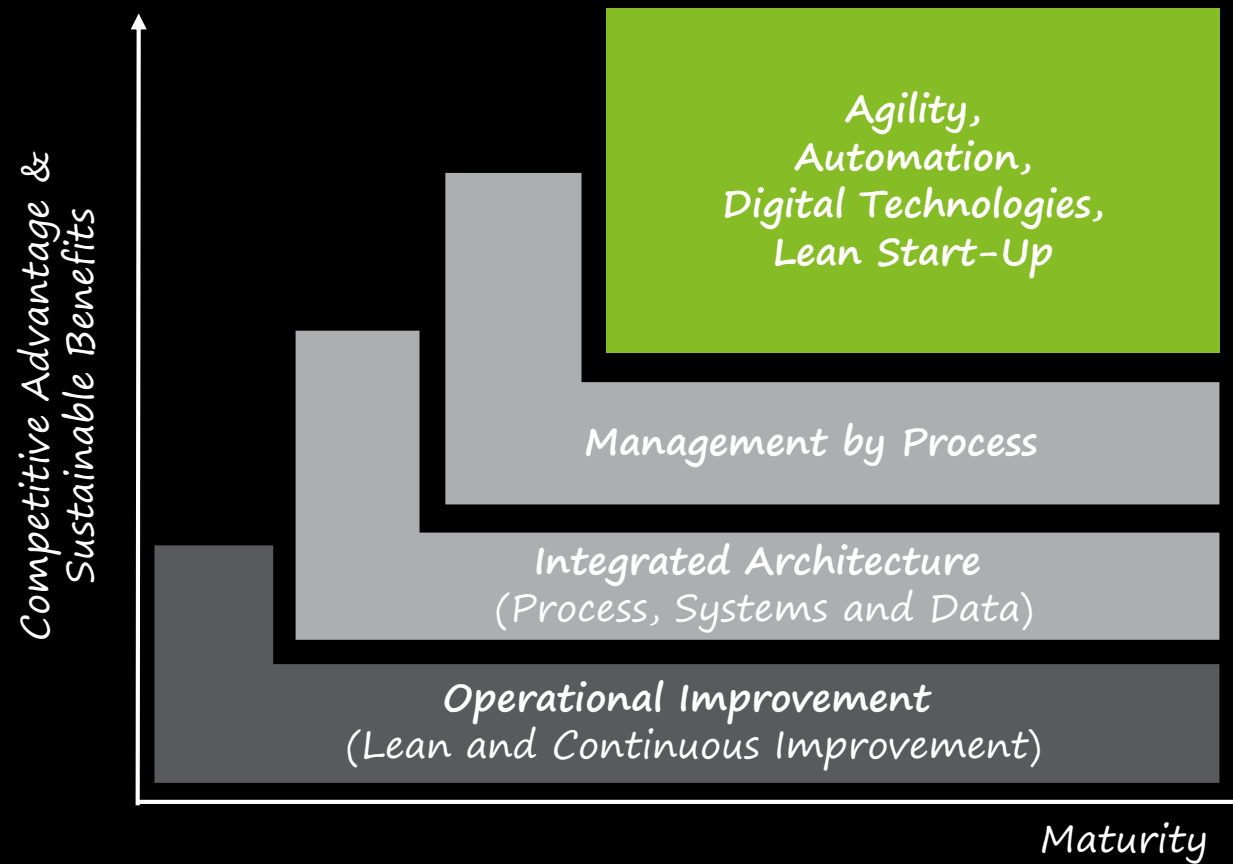
Strat. Management Review 41 Fall 1988

What Indicators of Future Lean have you heard or seen The Usual Suspects?

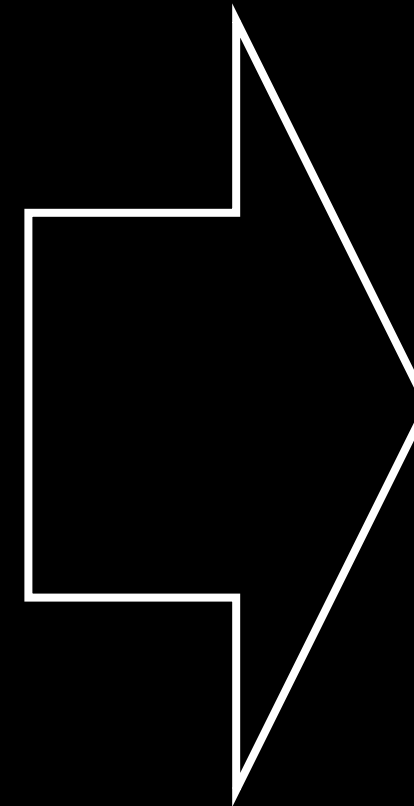


The four capabilities

Four building blocks for the future of lean

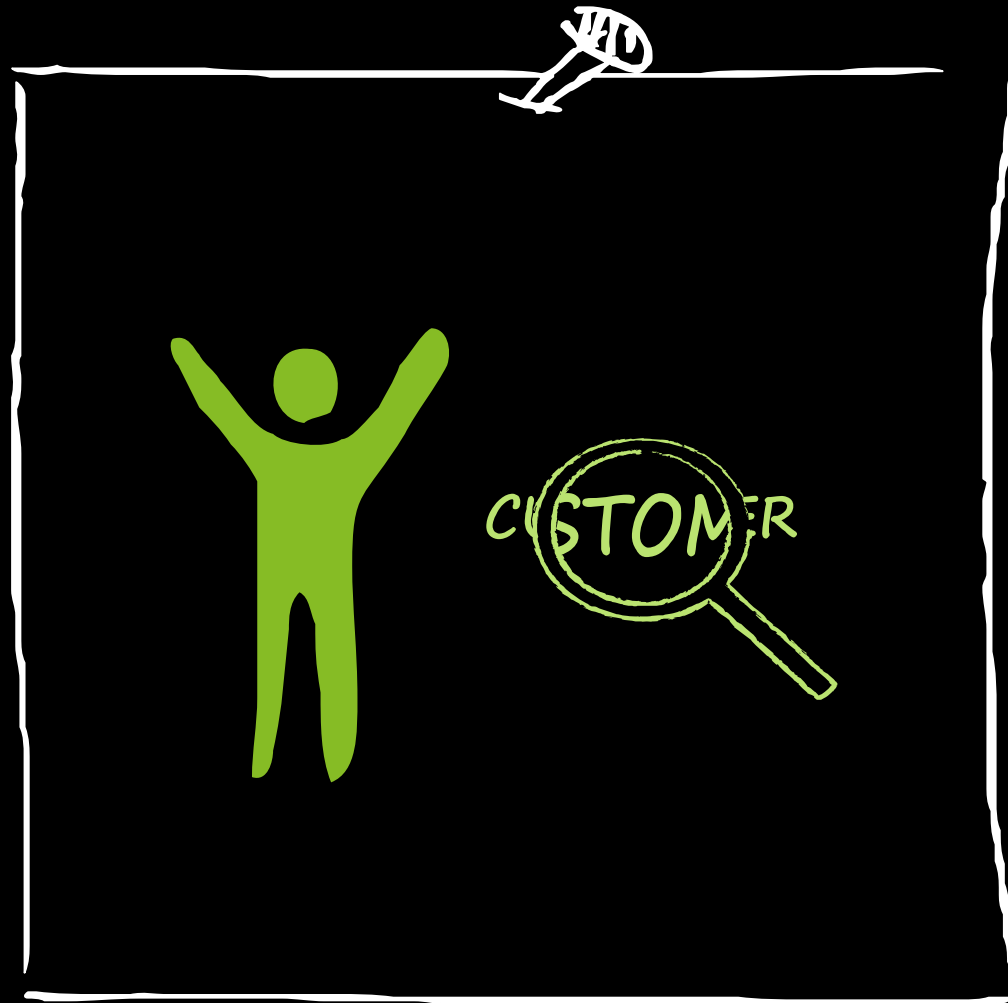


- Key:
-  Innovative Capabilities
 -  Competitive Capabilities
 -  Foundational Capabilities



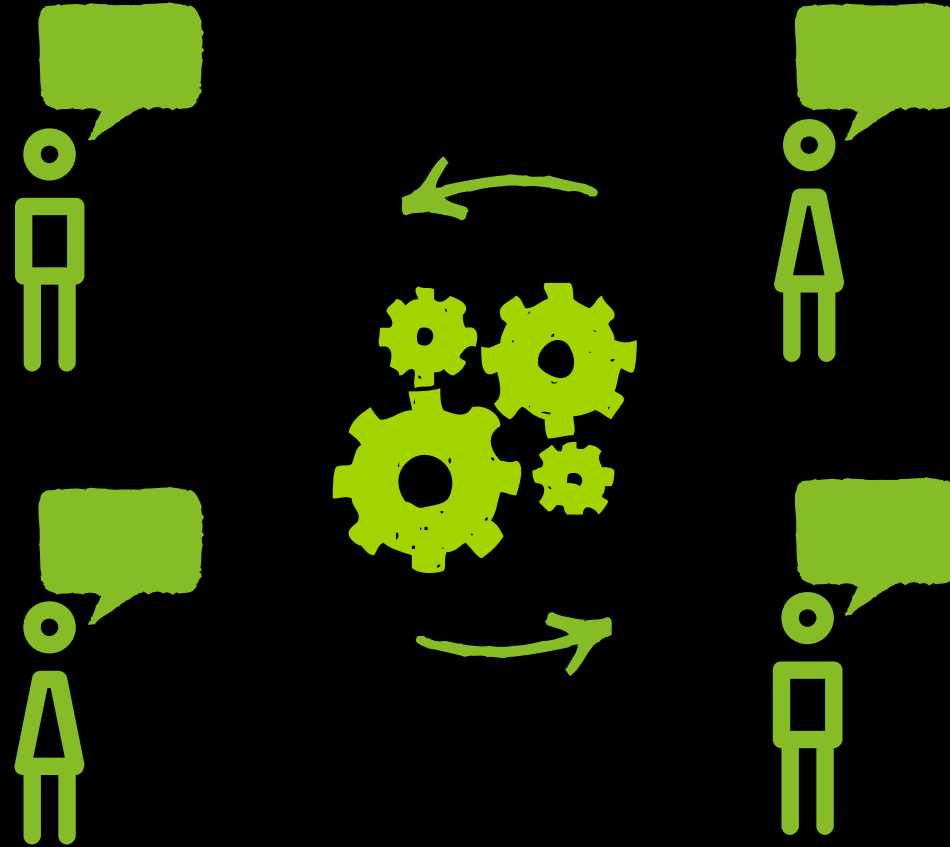
1 Provocation : Customer and people remain at the core

Digital technology accelerating engagement



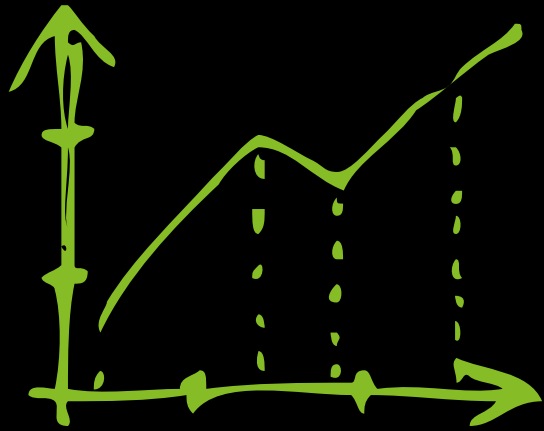
2 Provocation : Concurrent engineering 2.0

Process, Data and System



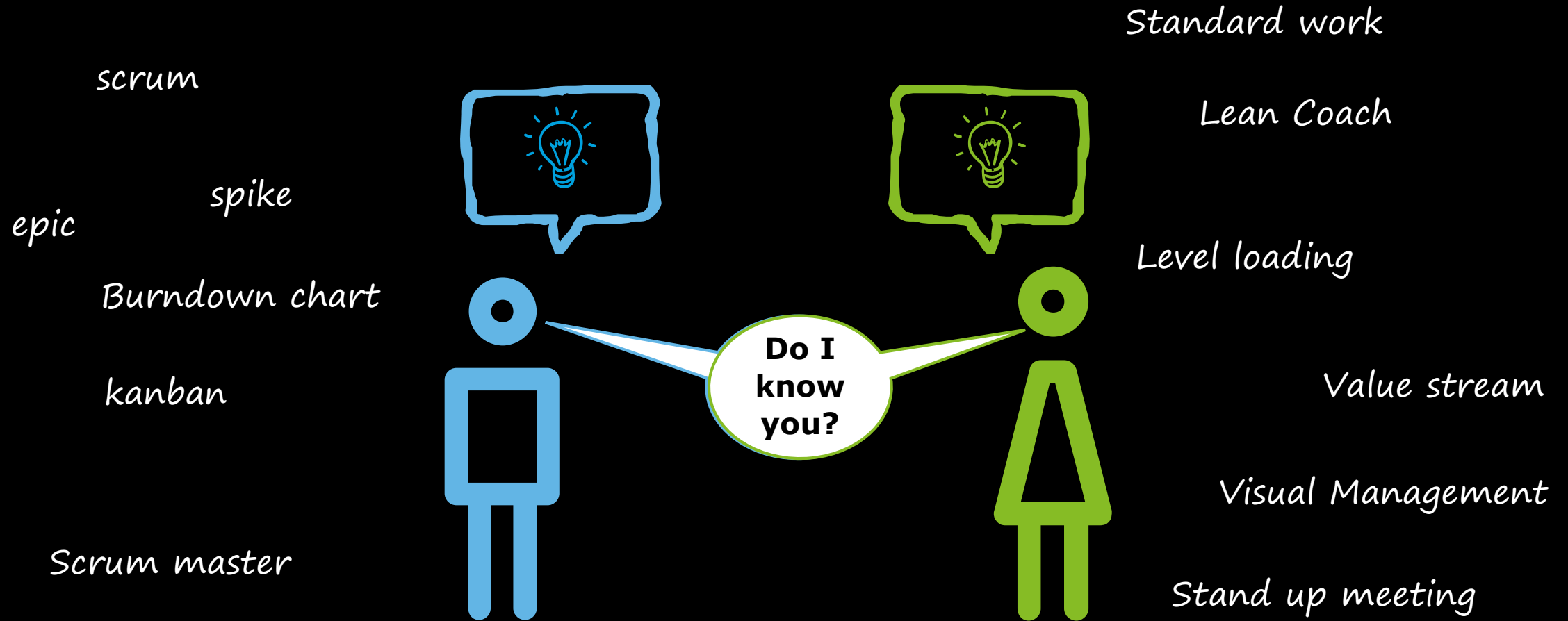
3 Provocation: What managers do

After years of improving what “they” do...finally we seem to be looking at “us”



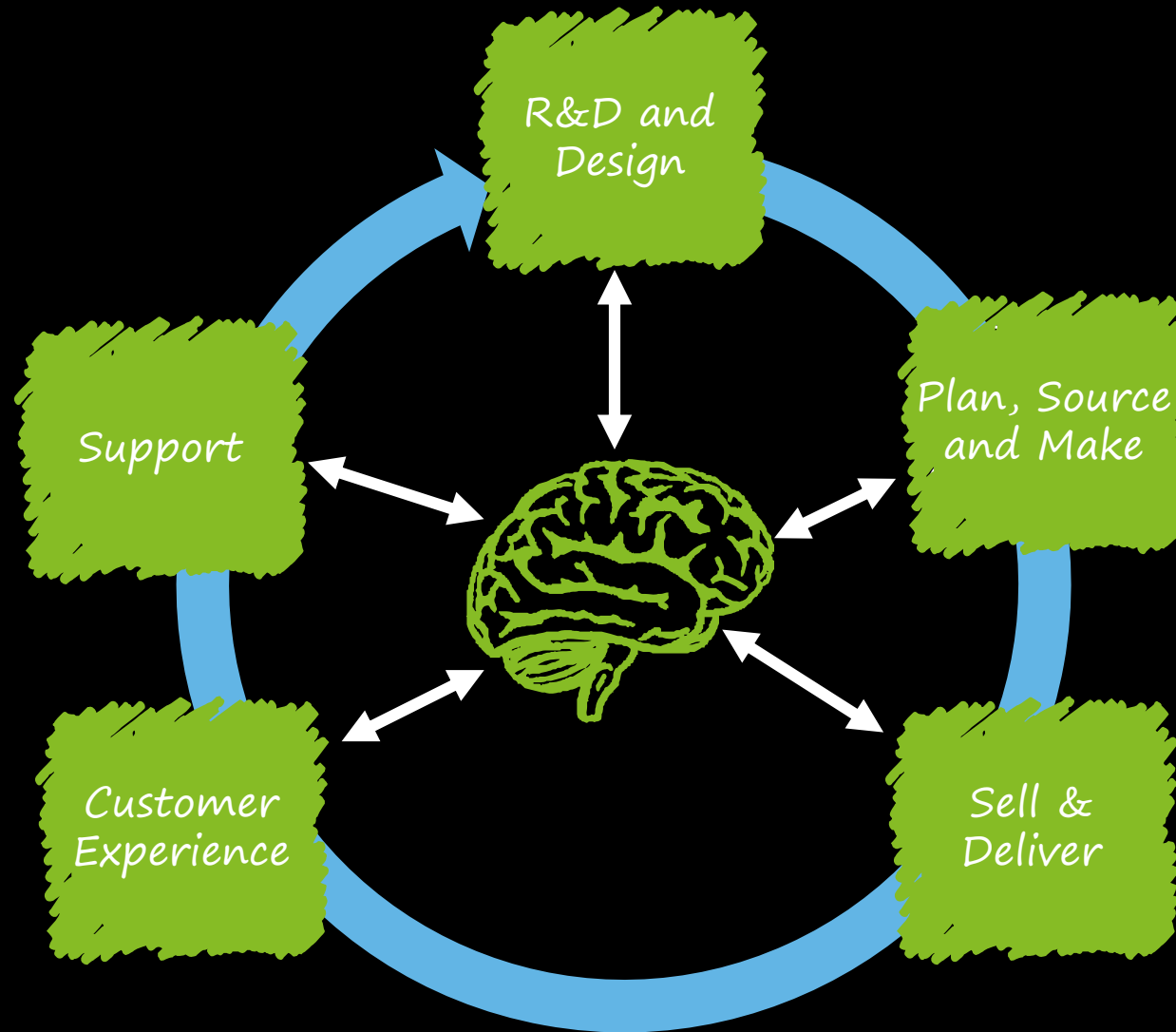
4 Provocation: The Lean and Agile twins

Adopt a Technologist (and vice versa)



5 Provocation: Value chains are now circular

Zero Defects 4.0: Prevention, Detection and Correction



6 Provocation: Continuous innovation - new value streams

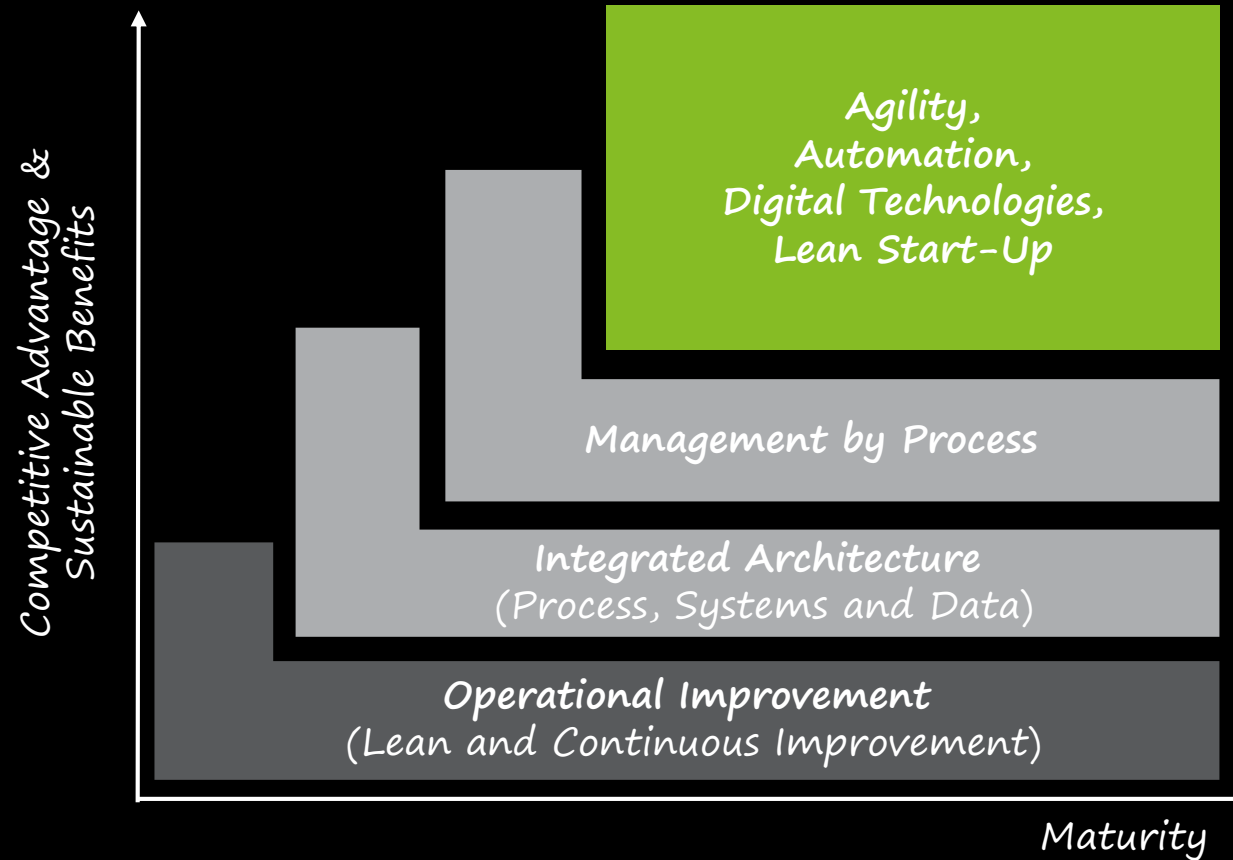
Lean StartUp spreading from Digital StartUps to Existing Enterprises

*"A lot of times, people don't know what they want until you show it to them."
- Steve Jobs*



The four capabilities

Organisations are experimenting and learning with each layer



- Key:
- Innovative Capabilities
 - Competitive Capabilities
 - Foundational Capabilities

Provocation...

456



3



2



1






Questions?

*The future of lean – Geoff Gibbons
Six provocations on operational performance and growth*

Contact Information
Deloitte Norway




Jørund Vollan
Partner
Strategy and Operations

 +47 934 17 619

 jvollan@deloitte.no

Piers Hawkins
Senior Manager
Strategy and Operations

 +47 974 97 932

 pihawkins@deloitte.no

