

ESPM



Global KAIZEN™ Award

6th Edition

São Paulo, Brazil
November 12th, 2024

"This award means a lot to ASML. It shows that we are working on the right topics, and it is an extra motivation for our teams and stakeholders to continue this way of working for the future."

Mark Immers,
Lean Deployment
Manager, ASML

Welcome to the Global KAIZEN™ Award

Fellow KAIZENers,

Since the inaugural launch of the KAIZEN™ Award in Portugal in 2011, 21 additional countries have introduced the KAIZEN™ Award within their own borders. In 2013, Spain joined the recognition initiatives followed by Brazil, Chile, Colombia, Finland, Germany, India, Italy, Mexico, The Netherlands, New Zealand, Poland, Singapore, and Thailand. The KAIZEN™ culture of recognition continues to grow and flourish with the recent additions of France, Hungary, Turkey, the UK & Ireland and the USA & Canada.

We are immensely proud to announce the 6th Edition of the Global KAIZEN™ Award this year. This award plays a pivotal role in enhancing our Continuous Improvement community by encouraging, motivating, recognizing, instructing, and sharing our collective learnings. Above all, we want to celebrate everyone's tireless and continuous efforts to improve their organizations.

The KAIZEN™ methodology has been applied globally across every economic sector, and this year's Global KAIZEN™ Award nominees reflect just that; the extensive and diverse applicability of KAIZEN™ everywhere.

Sincere congratulations to all the nominees of the 6th Edition of the Global KAIZEN™ Award. It is our greatest pleasure to celebrate this special occasion with you at ESPM. On behalf of the entire Kaizen Institute team, I extend our deepest gratitude for the enthusiasm shown by so many companies from across the world. We trust this celebration will further inspire us all to embrace KAIZEN™ with even greater vigor, as we strive to improve the performance of organizations around the world through the transformative power of KAIZEN™.



António Costa
CEO
Kaizen Institute, Ltd.

Global KAIZEN™ Award

The annual KAIZEN™ Awards, presented by Kaizen Institute business units, honor the best in KAIZEN™. The Global KAIZEN™ Award will be presented to outstanding KAIZEN™ Award recipients for their significant, innovative and effective implementation of KAIZEN™ principles and practices.

Objective

The Global KAIZEN™ Award has the following objectives:

- Recognize organizations taking the lead in implementing KAIZEN™;
- Drive Continuous Improvement efforts; and,
- Inspire change among industry leaders.

Category

The organization demonstrates excellence in applying KAIZEN™ principles and practices. The category recognizes any organizations, public or private, SME or large MNC, from all fields and sectors.

Evaluation and Timeline

The Global KAIZEN™ Award committee, consisting of participating Kaizen Institute business unit executives and Kaizen Institute Global Operations directors, will evaluate and assess the data of nominees for the Global KAIZEN™ Award 6th Edition.

by 31.08.2024	Submission of nominee data by Kaizen Institute business units
by 15.09.2024	Preliminary analysis completed by Kaizen Institute
by 30.09.2024	Evaluation of client ¹
by 15.10.2024	Global KAIZEN™ Award decision ²
on 12.11.2024	Global KAIZEN™ Award 6 th Edition

¹ If necessary an additional on-site appraisal will be conducted by a Kaizen Institute representative.

² The decision of the evaluation committee is final and cannot be appealed.

Prize

The recipient of the 1st place Global KAIZEN™ Award 6th Edition will be awarded with two vouchers to participate in any KAIZEN™ learning program, KAIZEN™ Insight Tour or KAIZEN™ Benchmark Tour³.

Learn more

To find out more about the KAIZEN™ Awards visit <https://awards.kaizen.com> or contact your local business partner.

³ Offer does not include additional expenses incurred, including, but not limited to, air fare, travel costs and accommodation. Offer has no cash value. Kaizen Institute reserves the right to end or modify this offer at any time. Certain restrictions apply.

"The Global KAIZEN™ Award is a tremendous honor that serves as a testament to the commitment Electrolux has with Continuous Improvement efforts."

Laura Pimenta
Regional CI Manager
Electrolux, Chile

Ceremony Program

Global KAIZEN™ Award 6th Edition
Tuesday, November 12, 2024
3:00 to 6:00 PM BRT (GMT-3)

	Topic	Name	Company
3:00	Opening	António Costa	Kaizen Institute
3:10	Global KAIZEN™ Award – Overview of Nominees	António Costa	Kaizen Institute
	Company & Project Presentation	Pablo Sanhueza	Empresas IANSA, Chile
	Company & Project Presentation	Mateusz Gorlowski, Krzysztof Podeszwa	VELUX (NM Polska), Poland
	Company & Project Presentation	Jhon Jairo Bermúdez Meza, Natalia Buriticá Osorio	SUZUKI, Colombia
	Company & Project Presentation	Luis Carlos Marinho da Silva	Embraer, Brazil
4:15	Break		
4:45	Company & Project Presentation	Chaiyan Kallayanontchai	NS-Siam United Steel, Thailand
5:00	To be a Learning Organization where everyone is a Process Improver Every Day	Henrik Bonne, Mariusz Petrow	Ardgah Glass Poland
5:15	Announcement of the Award Recipients	António Costa	Kaizen Institute
5:30	Panel Discussion	António Costa	Kaizen Institute
6:00	Closing	António Costa	Kaizen Institute



ACPS Automotive, Hungary

Sector: Automotive Supplier

Products or Services: Towbars

www.acps.hu

Presentation of the Company

ACPS Automotive Kft. in Kecskemét is the largest production base of the ACPS group, a German-headquartered company employing around 1,600 people. ACPS Automotive meets customer demands through self-financed investments and continuous installation of laser cutting machines, edge bending machines, welding robots, CNC machining equipment, and ball-and-hook assembly lines. The company is today the market and technology leader in towbars for cars, SUVs and vans. The Hungarian site has a production hall with an area of 16,400 m² and a test laboratory of 450 m², and nearly 1.2 million towbars leave the production lines and enter the OEM, OES and AM markets. Also, R&D, prototyping, safety testing, and quality assurance are located there. Of more than 1,000 employees, 55 are development engineers and they hold more than 140 patents worldwide. ACPS Automotive is the inventor of the world's first retractable towing system.

Project Title

Development of the KAIZEN™ Culture at ACPS

Project Framework

- Building and developing a KAIZEN™ culture and system by fostering a change in mindset, supported by targeted training for participants of the PDCA (problem-solving) teams, including Operation Managers, Process Engineers, Quality Engineers, Technologists, and others.
- Long-term strategic planning based on the Hoshin Matrix, constructing an Obeya room, and holding regular Obeya meetings with the participation of senior management.
- Developing SFM (Shop Floor Management) areas and meetings, with a focus on enhanced visualization, improved transparency, digitalization, and training.
- Establishing the ACPS Academy, which covers operator training, upskilling, reskilling, and organizing internal professional trainings.
- Introducing an ideas program aimed at collecting, implementing, and tracking employee suggestions, complemented by a reward system.
- The Hive Program is a point-collection system where ACPS employees can redeem points earned from ideas or internal audits (5S, HSE, LPA, etc.) for ACPS products.

Project Team

Dávid Balás – Head of Lean Department

Elek Povázsánszki – Head of Training Department and Lean Coordinator

Zsolt Pap – 5S and Idea Program Coordinator

Csaba Mákos – Managing Director

Attila Urbán – Logistics and Sourcing Director

István Csider – Team Leader of Production Scheduling

Gábor Kovács – Logistic Engineering Team Leader

Training Team – 6 Production Trainers



Embraer, Brazil

Sector: Aeronautical

Products or Services: Manufacturer of aeronautical products and maintenance service provider

www.embraer.com

Presentation of the Company

Embraer S.A. is a Brazilian multinational corporation specializing in the production of commercial, executive, agricultural, and military aircraft, as well as aerospace components, services, and support. Headquartered in São José dos Campos, São Paulo, the company operates multiple facilities both within Brazil and internationally, including joint ventures in Portugal.

As the third-largest commercial jet manufacturer globally, and the dominant player in the segment of aircraft with up to 130 seats, Embraer has strategically expanded its presence to meet global demand. The company has established manufacturing plants, offices, and parts and service distribution centers across the Americas, Africa, Asia, and Europe.

Project Title

Reduction of Escapes in Aeronautical Structure Assemblies

Project Framework

The aeronautical structure assembly facility in Botucatu is responsible for assembling panels and components for the first and second generations of E-Jets within the commercial aviation division. Once assembled, these components are shipped to the São José dos Campos facility.

However, over time, a customer has identified numerous quality-related issues with the products from this facility. These issues have disrupted the aircraft assembly process, resulting in longer lead times and increased cost of poor quality.

Project Team

Denis Antonio Zanetti - Assembly Supervisor
 Eduardo Cesar Geraldo - Assembly Supervisor
 Edimilson Augusto Dos Santos - Operations Monitor
 Flavio Luiz Mazocco - Quality Engineer
 Jose Carlos Dos Santos Junior - Process Engineer
 Mariana Apa



Empresas IANSA, Chile

Sector: Food & Beverages

Products or Services: Sugar, pet food and animal nutrition, tomato paste and fruit pulp, rice, beans, chickpeas

www.empresasiansa.cl

Presentation of the Company

With 70 years in Chile, Empresas IANSA is a leading food company specializing in natural products, including the production of beets, tomatoes, and other crops. The company produces a variety of products and ingredients for human and animal consumption, such as premium juices, tomato paste and pulp, and other vegetables and fruits, as well as ingredients for the industrial market. Their product range includes various types of sugar, non-caloric sweeteners, legumes, and rice. Additionally, they offer feed for cattle and horses based on beet co-products, such as beet pulp and molasses, along with agricultural supplies and pet food.

Project Title

IANSA Excellence System (SEI)

Project Framework

The scope of the IANSA Excellence System covers all areas of the company in Chile, including its various retail, industrial, agricultural, and animal nutrition businesses.

Project Team

The team is composed of 3 corporate members (Manager, Deputy Manager, and Coordinator), and 3 Operational Excellence Engineers from various sites who manage Continuous Improvement.



GKN Fokker Aerospace, Netherlands

Sector: Aviation Manufacturing

Products or Services: Airframe and engine structures, landing gear, electrical interconnection systems, transparencies, and aftermarket services
www.gknaerospace.com

Presentation of the Company

With 32 manufacturing locations in 12 countries, GKN serves over 90% of the world's aircraft and engine manufacturers, specializing in the development and delivery of cutting-edge aerostructures and engine systems. Their unrivalled products, systems, and services are integral to the vast majority of today's commercial and defence aircraft ranging from helicopters, business jets, passenger planes and advanced air mobility vehicles to state-of-the-art fighter aircraft.

GKN Fokker, founded by aviation pioneer Anthony Fokker in 1919, was acquired by GKN Aerospace in 2015. GKN Fokker's outstanding workforce and state-of-the-art technologies have seamlessly merged with GKN Aerospace, solidifying a significant footprint in the Netherlands, where they operate across two sites with 3,500 skilled employees.

GKN Fokker's renowned heritage and expertise in aerostructures, electrical wiring systems, and landing gear, have further strengthened GKN Aerospace's technology and market leadership.

The Papendrecht site is specialized in manufacturing empennages, wing components, fuselage parts, wiring systems and landing gear for commercial aircraft, business Jets, rotorcraft and fighter aircraft. 2.100 employees work for major customers like Airbus, Boeing, Gulfstream, Dassault, NHIndustries and Lockheed Martin.

Project Title

Lean deployment (Model Area) Sheetmetal

Project Framework

During the past 3-5 years GKN Fokker Aerospace made huge progress on Lean Deployment. Previously went through a phased model gate approach and area Sheetmetal was it's model area. In this area lean principles are very visible on all levels, shop-floor 5S, daily management, SMED excersise, standard Work. Towards Tier 2 and further up team area, value stream maps and KAIZEN™ events are used.

Project Team

Martijn Bouwhuijzen, Jean-Paul Commereuc, Rick van den Broeck, Stefaan de Winter, Jan Luijten, Kai Zinken, and Bart Hoogenboom.



Hindustan Unilever, India

Sector: FMCG

Products or Services: Hair care, home care

- laundry, nutrition - tea

www.hul.co.in

Presentation of the Company

Hindustan Unilever Limited is one of India's largest consumer goods companies, a subsidiary of Unilever. It has a wide range of products in categories such as - Beauty & Well-being, Personal Care, Home Care, Nutrition, and Ice-cream. It also has a wide and resilient portfolio of 50+ brands, which are a part of the everyday life of millions of consumers. Hindustan Unilever Limited has always believed that business must have a purpose beyond profits. This belief has shaped their journey, spanning more than nine decades, enabling them to build a future-fit organization that thrives on the core values of Integrity, Respect, Responsibility, and Pioneering. In a rapidly evolving world, where digitalization and sustainability have taken center stage, Hindustan Unilever Limited is steadfastly progressing on their purpose-led and future-fit journey. They are continuously innovating to create superior products that address the ever-evolving needs of their consumers while being sustainable and cost effective.

Project Title

Operational Excellence and Transformation at HUL, Amli

Project Framework

WCM (World Class Manufacturing) gave Hindustan Unilever Limited a good foundation to develop a refreshed, digitally-enabled, and Unilever-fit manufacturing model, UMS (Unilever Manufacturing System), which was officially kicked off in 2023. It covers all aspects of factory operations, supports continuous improvement in all areas by identifying and eliminating losses and wastes, considering the E2E (end-to-end) value chain. The digital factory is the enabler for UMS, which allows identifying, analyzing and eliminating the root-causes of the losses faster than the traditional problem-solving tools. Operational excellence is achieved through digital factory enablers, which drive operational transformation. This culture is cultivated at the shop floor, emphasizing upskilling, knowledge-building, and future-proofing capabilities for the evolving work environment. Thereby, striving for a zero-defect production line through operational excellence and leveraging the digital enablers of this transformation.

Project Team

Sunder Mahajan – GMO, B&W Sharmishtha Biswas, Factory Manager Members, all pillar leads of UMS.



Jabil, Singapore

Sector: Manufacturing

Products or Services: Additive manufacturing, engineered materials, engineering services

www.jabil.com

Presentation of the Company

Jabil Singapore is a contract manufacturer which partners with some of the biggest names in health-care, telecommunications, capital equipment, 3D printing, computing & storage. First established in 2002, Jabil has since been a tenant in Singapore for 22 years with a workforce of 750 people. Upholding their motto to make "Anything Possible & Everything Better" for their partners, Jabil Singapore continues to strengthen its capabilities in general manufacturing by introducing cutting edge technology coupled by Lean Six Sigma concept to create a conducive culture which nurtures new ideas of eliminating resource waste & defects.

Project Title

Jabil Singapore Site Lean Deployment

Project Framework

Jabil's Lean Six Sigma program aims to optimize manufacturing processes by combining the methodologies of Lean and Six Sigma to develop a culture which emphasizes on reducing waste and improving quality. This approach is split into 2 major categories.

Cultural Transformation:

This approach focuses on developing Lean knowledge across the organization utilizing a combination of Top-down & Bottom-up approach, whereby the Management is keen to transform, and staffs are equipped with the right tools to meet them halfway.

Operations Transformation:

Operations transformations is focused on applying the knowledge, such as participating in KAIZEN™ Events driving improvement. Daily Lean management programs such as 5S, Visual Management & Standard Work ensures operations sustainability.

This program supports the Lean Six Sigma framework by providing multiple platforms to foster a culture of continuous improvement by empowering employees at all levels to contribute to operational enhancements across the organization. This is further reinforced across the organization through our Maturity Assessment & KPI Targets, which requires employee engagement in a minimum of 2 projects within a fiscal year.

Project Team

Jagdish Singh – Lean Six Sigma Director

Sanjeev Verma – Operations Director

Roland Tang – Asst Operations Manager

Koh BoonYew – Plant Lean Six Sigma Manager

Ng ShaoYang – Senior Lean Coach



Lactogal, Portugal

Sector: Food & Beverages

Products or Services: Dairy

www.lactogal.pt/homepage.aspx

Presentation of the Company

Lactogal was founded in 1996 through the association of three dairy cooperatives: Agros, Proleite, and Lacticoop. With more than three decades of excellence, it stands out in the production and marketing of high-quality dairy products. Committed to innovation and sustainability, they invest in advanced technology and sustainable agricultural practices. From milk production to cheeses and yogurts, they guarantee strict quality standards at every stage. Lactogals prioritize animal welfare and environmental sustainability, collaborating closely with our dairy farmers.

Project Title

Milky Way

Project Framework

The project arose from the opportunity to improve the efficiency of our processes, as well as the communication, motivation, organization, and efficiency of our teams. It began in May 2022 with a diagnostic phase, followed by the implementation phase (4 cycles spread over 12-months) which started- in September of the same year.

Project Team

The project team was cross-disciplinary in order to represent various areas of the company and this enhanced the achievements of the project.



Lear, Mexico

Sector: Automotive

Products or Services: Seats and electrical systems for cars

www.lear.com

Presentation of the Company

Lear, the global automotive technology leader in Seating and ESystems, is enhancing every drive with intelligent in-vehicle experiences for customers around the world.

Project Title

Gold Model in Operational Excellence

Project Framework

The situation that led Lear to develop this project was the need to improve their metrics until they became the model plant in Gold Level Operational Excellence, to be Best in Class. The plant has three main processes which are: welding process, painting process and assembly process, all these areas have separate metrics, if a metric fails it is clear that it would affect the others, that is why when

analyzing the situation it became a priority to improve and keep these metrics under control. To do this, the multidisciplinary team organized recurring meetings to analyze each of the processes until identifying the weakest points and thus being able to specifically attack our main problems through the implementation of improvements in each of the processes, thus obtaining healthy and stable metrics.

Project Team

Jose Jasso – CI Manager
 Fabiola Gonzalez – Industrial & CI Engineer
 Aracely Cardenas – CI Coordinator
 Hector Gutierrez – Engineering Manager
 Joel De Luna – Engineering Coordinator
 Ernesto Carranza – Maintenance Manager
 Jose Delgado – Maintenance Coordinator



Medicabil, Turkey

Sector: Healthcare

Products or Services: Outpatient and Inpatient Care

www.medicabil.com

Presentation of the Company

Private Medicabil Hospital began operations in Bursa, Turkey, in 2011. The hospital delivers services that meet international standards, emphasizing ethical practices, reliability, and respect for patient rights. Medicabil is dedicated to ensuring the safety of both their patients and employees. With a team of experts in the respective fields, they actively contribute to the enhancement and sustainability of quality through scientific and academic endeavors. In 2016, after completing KAIZEN™ Certification training, 25 of their leaders were awarded with KAIZEN™ leadership certificates. Additionally, they established the Medicabil Lean Health Institute that same year to enhance and streamline process efficiency.

Project Title

Health Care Providers and Patients In the Transformation Journey

Project Framework

By adopting a patient-centered, multidisciplinary, and interdisciplinary approach, combined with advancements in medical techniques and the latest information, it is possible to streamline processes and significantly enhance efficiency. This approach enables Lean recovery and improved outcomes in orthopedic arthroplasty cases.

Currently, their average hospital stay for arthroplasty cases is 1.6 days. They initiated a project to explore how much they can reduce this duration, which has been their benchmark since the hospital's inception.

Their Goal: Reduce the length of stay (LOS) for arthroplasty cases to just half a day!

Project Team

Omer Faruk Bilgen, M.D. Prof – Surgeon

Aysun Yılmazlar, M.D. Prof – Anesthesiologist:

Ayşe Yıldırım – Chief of Nurse

Pinar Aydoğan – Operation Nurse

Duygu Soydan – President of Lean Institute

Figen Solmaz Opsar Quality Manager

Halime Agaoglu, Dilara Torlak, Merve Ozdemir, Elif

Durmus, Tugce Engür – Educators



NOEL Alimentaria, Spain

Sector: Food & Beverages

Products or Services: Meat (fresh meat, filleted and processed, charcuterie (cooked and cured), specialties and snacks, vegetarian-vegan, liquid-semi-solid (juices, broths, gazpachos and sauces), recipes (roasts, croquettes, cannelloni), pizzas, and cooking technology processed by high hydrostatic pressures
www.noel.es

Presentation of the Company

Noel is a fourth generation family food group specializing in the production and distribution of cooked and cured ham, sausages, meats and fresh products, ready meals, plant-based vegan products, pizzas, creams and vegetable juices, both for the national and international markets. Present in the global distribution sector and active in more than 60 countries, it has more than 2,500 employees in 15 production centers, spread throughout Catalonia and Spain, with subsidiaries and delegations in Portugal, the United Kingdom, the United States, and China.

Noel's purpose is to promote the development of people through food, offering quality, innovative and sustainable products, aligned with the trends and needs of society. Its vision is to become a trusted partner for the development and creation of value through its values: commitment, quality and food safety, innovation, proximity, and passion.

Project Title

Transforming NOEL: Noel Operational Excellence by Lean

Project Framework

Improve organisational culture through a paradigm shift in Noel's way of working, with the aim of achieving significant improvements in efficiency, as well as achieving Plan "A" Silver accreditation from a strategic client such as Marks & Spencer. Through the commitment of the entire organization and the leadership of General Management, Product, Manufacturing, and Human Resources, the Continuous Improvement model (Global Lean Management System) was defined and a continuous improvement team created to deploy and implement the model, acting as a catalyst, facilitator and energizer. This was achieved through the commitment of all teams in the production plants as well as the entire Noel organization. This project focused on implementing Lean Manufacturing due to its positive impact on EBITDA through improving efficiency. For this purpose a pilot commenced in the slicing plant.

Project Team

Leadership and sponsorship by management, Continuous Improvement Team (four to seven people accredited with Green or Black Belt in Lean Management and an external partner), Productive plant equipment team, the entire organization according to needs.



NS-Siam United Steel, Thailand

Sector: Manufacturing

Products or Services: Cold rolled steel, galvanized steel, tinplate and tin-free steel

www.ns-sus.com

Presentation of the Company

Established in 1995, NS-Siam United Steel (NS-SUS) is a subsidiary of Nippon Steel, one of the largest steel manufacturers in the world. They produce 1.2 MT/Y of cold-rolled steel, 360 KT/Y of galvanized steel, 260 KT/Y of Tinplate and Tin-free steel with 1,500 employees. Revenue and profit in 2022 were approximately 43,800 MB and 4,800 MB, respectively. Their factory is in Map Ta Phut Industrial Area, Rayong Province, Thailand.

With dedicated support from Management and teamwork among employees, they have achieved business targets and received several prominent awards such as TPM Awards at the world-class level from JIPM, Thailand Prime Minister Awards in six categories: Productivity, Safety, Quality, Logistics, Environment, and Energy. Their vision is, "Asia's No.1 Competitive Mill," to be reached through the value and power of their people. TPM and KAIZEN™ have become key success factors on their manufacturing and business journey.

Project Title

Towards Continuous Improvement and sustainability via Smart Logic Tree

Project Framework

Since the founding of their factory in 2016, their plant and equipment started to deteriorate, productivity decreased, quality issues surfaced, yield losses increased, cost soared, and accident rates increased. As a result, management decided to implement TPM and KAIZEN™ to improve productivity, OEE (Overall Equipment Efficiency), quality, safety, and service delivery. They also targeted cost-reduction and minimizing their impact on the environment. Through a systematic TPM-philosophy and KAIZEN™ approach, the performance of the factory and company has been improving ongoingly. One of the key success factors is the "Smart Logic Tree" concept.

Project Team

OPI Task Force (Operation Process Innovation).



Randstad, Italy

Sector: Employment agency
Products or Services: HR services
www.randstad.it

Presentation of the Company

Randstad is a global talent leader with the vision to be the world's most equitable and specialized talent-connecting company. As a partner for talent, and through their four specializations, Operational, Professional, Digital and Enterprise, they provide clients with the high-quality, diverse and agile workforces they need to succeed in a talent-scarce world. Randstad helps people secure meaningful roles, develop relevant skills, and find purpose and belonging in their workplace. Through this value proposition, they are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2023, they supported two million talents to find work and generated a revenue of €25.4 billion.

Project Title

KAIZEN™ implementation in Business Operations & Payroll

Project Framework

The 2022 challenge was to reap the fruits of the implementation of the KAIZEN™ program in BO&P (Business Operations & Payroll), which started in 2019 (monitored through a KAIZEN™ Implementation Dashboard) and relaunched after the pandemic period, thanks to a new relaunch path carried out between 2020 and 2021.

Project Team

Alessandro Selmi – Business Operations & Payroll Director
Roberto Pompili – Business Process Improvement Manager
Luca Englaro – KAIZEN™ Implementation Manager, KAIZEN™ Leaders (15 people)



Roche Diagnostics, Germany

Sector: Pharmaceutical

Products or Services: Pharmaceuticals for oncology, neurodegenerative diseases, diabetes

www.roche.de

Presentation of the Company

For over 125 years, Roche has been developing diagnostics and medications for a wide range of chronic and life-threatening diseases, contributing to the transformation of healthcare and improving the lives of people through diagnostic, therapeutic, and digital solutions. Many of their innovations developed decades ago continue to benefit millions of people today. Thirty-two of the products are listed on the World Health Organization's (WHO) list of essential medicines. Roche researches and develop medications and diagnostics while generating data-driven insights for better healthcare. As the industry undergoes profound changes, Roche continues to pursue its vision: Doing now what patients need next—with courage, integrity, and passion!.

Project Title

Digitalization Strategy in RDG Finance

Project Framework

The finance departments at Roche's locations serve as providers for research and development, production, sales, human resources, and management, with the goal of integrating their expertise into all business processes. Numerous regulatory compliance requirements align with our core competencies. Various reports provide a solid informational framework for decision-makers within their respective business areas. In a global network of diverse finance specialists, they develop innovative and scalable solutions that enable an expanding range of services while maintaining stable personnel costs. The harmonization of processes, followed by digitalization and automation, ensures data quality, eliminates redundancies, improves supplier relationships, standardizes communication, and simplifies internal processes. Furthermore, they reduce our CO2 footprint by minimizing paper use in our approval processes.

Project Team

Bernd Schwöbel, Benedikt Czech, Lisa Böhm, Caroline Wilk, Claudia Stadtmüller, Verena Harder, Jochen Krause, Oliver Schati.



SUZUKI, Colombia

Sector: Manufacturing

Products or Services: Motorcycles and outboard motors

www.suzuki.com.co/motocicletas

Presentation of the Company

Since 1982, Suzuki Motor de Colombia S.A. has been assembling motorcycles in Pereira, Colombia. The company was created to position the brand and meet the demand for agile and economical transportation. Suzuki Motor de Colombia S.A. is ISO 9001:2015 and 14001:2015 certified and receives advice and technical assistance from Suzuki Motor Corporation, Japan.

The company has increased its market share from 7.7% in 2017 to 14.5% in 2023, with a portfolio of more than 33 models and a national presence in 36 stores. In addition, it exports to seven countries in Central and South America. With more than 1,300 employees, Continuous Improvement is key for the company, promoting employee participation and aligning with the sustainable development goals (SDGs). Their "Quality Circles" pursue business sustainability and the creation of the SMDC 2030 smart factory.

In its 42 years, Suzuki Motor de Colombia S.A. has implemented strategies to improve quality, efficiency, and productivity, investing in the training of human talent and the development of processes through quality and environmental management. The company promotes a culture of quality by means of waste elimination and protection of the environment by minimizing the impact of all aspects of their operations.

Project Title

Quality Circles (QC)

Project Framework

Aimed at all employees, from the operational base to the strategic level of the SMDC assembly plant, encompassing all production, administration, and commercial processes.

Project Team

QC Participants, Board of Directors, and QC Committee.



VELUX (NM Polska), Poland

Sector: Construction

Products or Services: Roof windows

www.velux.pl

Presentation of the Company

When people think of roof windows, they think of the VELUX Group. VELUX has been developing and producing roof windows that play a significant role in people's lives for over 80 years. They create products that are essential to society; they treat their customers, suppliers, and employees with the utmost care. For 30 years, they have been contributing to the Polish economy as a major employer, a leader in window production and export, and as an investor collaborating with Polish suppliers. Their goal is to create the highest possible value through production and exports, with profits largely benefiting Poland's budget and local communities. They are the largest producer and exporter of roof windows and aluminium flashing kits in Poland. As the VELUX Group, they are committed to becoming a carbon-neutral company by their centenary in 2041, across the entirety of their operations.

Project Title

Implementation of a Comprehensive Strategy Cascading System in NM-PL

Project Framework

The project represented an ambitious undertaking aimed at systematizing and streamlining the strategic management processes within the organization. Initiated in 2020, the project encompassed both the strategic and tactical levels of NM-PL, successfully culminating in January 2023.

The implementation of the project was based on several key stages that engaged all levels of the organization. Consistent frameworks and tools were developed to facilitate the smooth transition of strategy from a global level to a more operational one. As part of the project, an integrated system for monitoring progress and achievements in strategy implementation was established. Mechanisms were also created to swiftly identify any deviations and adjust strategies in response to changing market and organizational conditions.

Project Team

The project team consisted of various groups and organizational units that actively engaged in the project implementation, including the management team, the local OpEx department, production department managers, and supporting departments.

KAI
= CHANGE



ZEN
= FOR THE
BETTER

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