

Initiated delivery of US\$ 25 million of additional profit per annum through branding of Continual Improvement (CI)

BUSINESS CASE

Organization trends

- Low visibility of Continual improvement at the level of CEO, CXOs and Board of Directors
- Continual improvement limited to specific operational areas

CHALLENGE

What is the challenge

- Leadership unaware of how to leverage Continual Improvement to deliver strategic outcomes
- Only specific operational metrics (e.g. Yield improvement, Overall Equipment Effectiveness) were key result areas for Continual Improvement
- 5% of employees in manufacturing engaged in continual improvement while less than 1% was engaged from other support functions

Where is the challenge

- Across the US\$ 2.3 billion organization

When was the challenge identified

- Challenge was identified as a strategic priority in FY 2016-17

IMPACT

What is the impact

- Leadership, middle management and associates, alike, do not leverage CI strategically for their success
- Additional yearly profit from Continual Improvement limited to US\$ 12 million due to limited scope
- Rate of delivery of strategic outcomes (such as new product filing cycle time and decrease in Lost Time Injury Frequency Rate), was limited due to low engagement of employees in Continual Improvement
- Cross functional improvements and organization wide improvements were limited

TARGET

What is the Target

- Branding of the bottom-up CI initiative to deliver the following outcomes:
 - **For top leadership:** Build a sense of ownership so that they leverage CI for organizational success
 - **For middle management:** Build awareness and eagerness to leverage CI for the success of their teams
 - **For associates:** Build insight on how to leverage CI for their own personal and professional growth
- Increase scope of CI to impact strategic organizational metrics
- Increase additional yearly profit delivered through CI from US\$ 12 million to US\$ 25 million
- Involve more than 5% of the population in Continual Improvement

OUTCOMES

Improved Profits

- Additional profit of US\$ 13 million per annum
- Inclusion of Organizational metrics like total cost in key result area of Continual Improvement

Leaders of Tomorrow

- A belief among employees that they can leverage CI for their own success
- Increase in overall % of employees engaged in Continual Improvement to 5%

Customer Centricity

- A deeper and stronger engagement of Board of Directors on Continual Improvement

Delivered using:

KINDUZ Services: Brand Building | Continual Improvement

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