



Improving NPI Effectiveness using Lean Thinking

Webinar
6th October 2015



- Everyone will be muted so that only the presenters will be heard.
- The presentation will be followed by a Q&A session. Please type your question in the question box.
- Recording will be made available after the webinar on the Industry Forum website.
- If you are experiencing any technical problems please call us on 0121 717 6620.

Introduction

Presenters: Dave Durbin & Ian Ford

Industry Forum NPI Engineers

Topic: Improving New Product Introduction using Lean Thinking

- *Typical NPI Process Effectiveness Results*
- *Applying Lean thinking to NPI*
- *NPI process structure and adherence*
- *Enabling NPI process effectiveness*



Audience Feedback

Is Lean applicable to NPI?

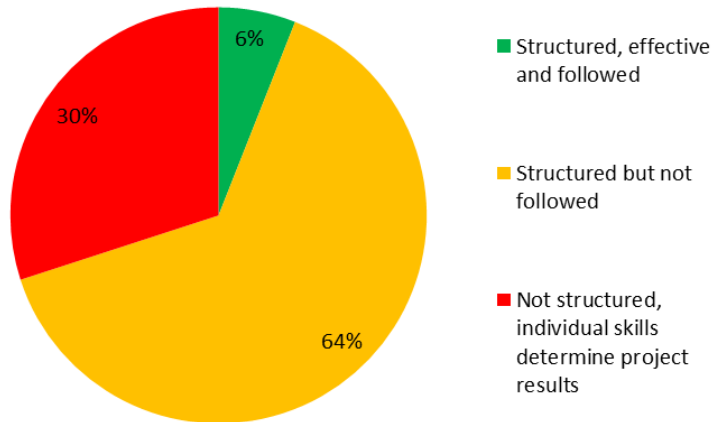
- a) Yes, completely
- b) Some Lean principles are relevant
- c) No, not at all
- d) Never used Lean

Are you normal?

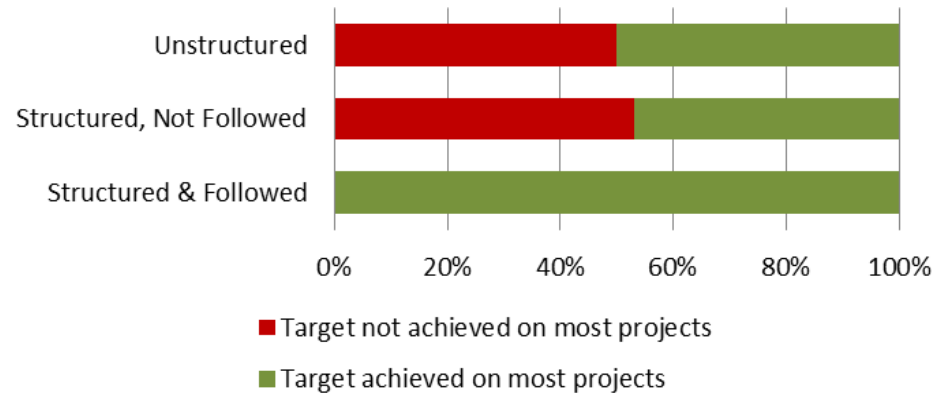


NPI Assessment Results

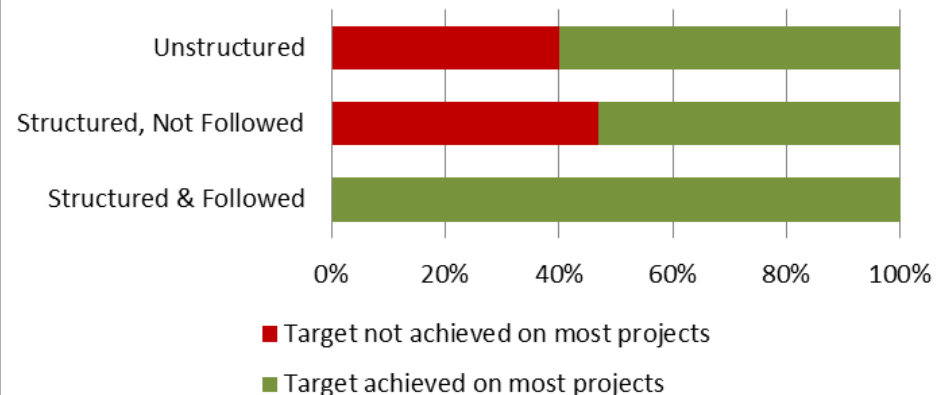
NPI Process Status



Quality & Delivery Success



Costing Success



Assessment scores show:

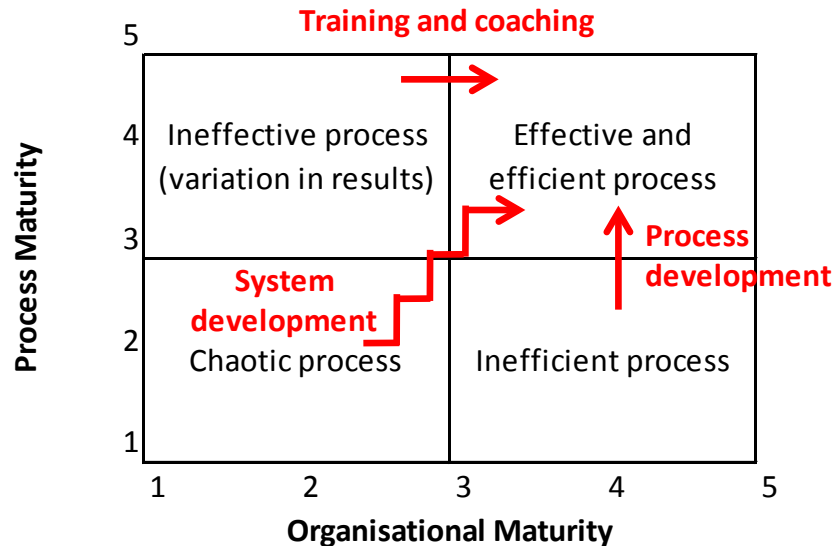
Average score vs own target = 51.3%

Average score vs World Class = 37.5%

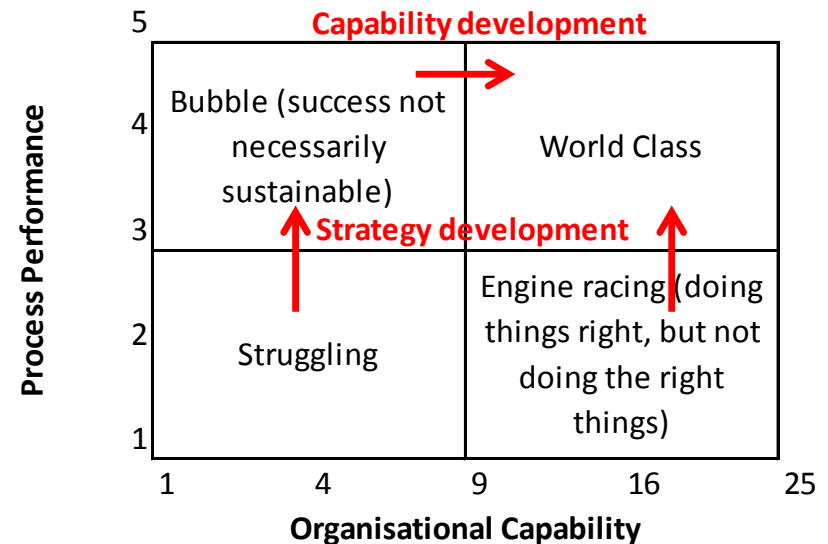
Simplifying NPI

Process x People x Results = Effectiveness

Organisational
Capability



Strategic
Maturity



Typical NPI improvement approach



Fixing leaks

Treating
timbers

Repairing drains

Mending door

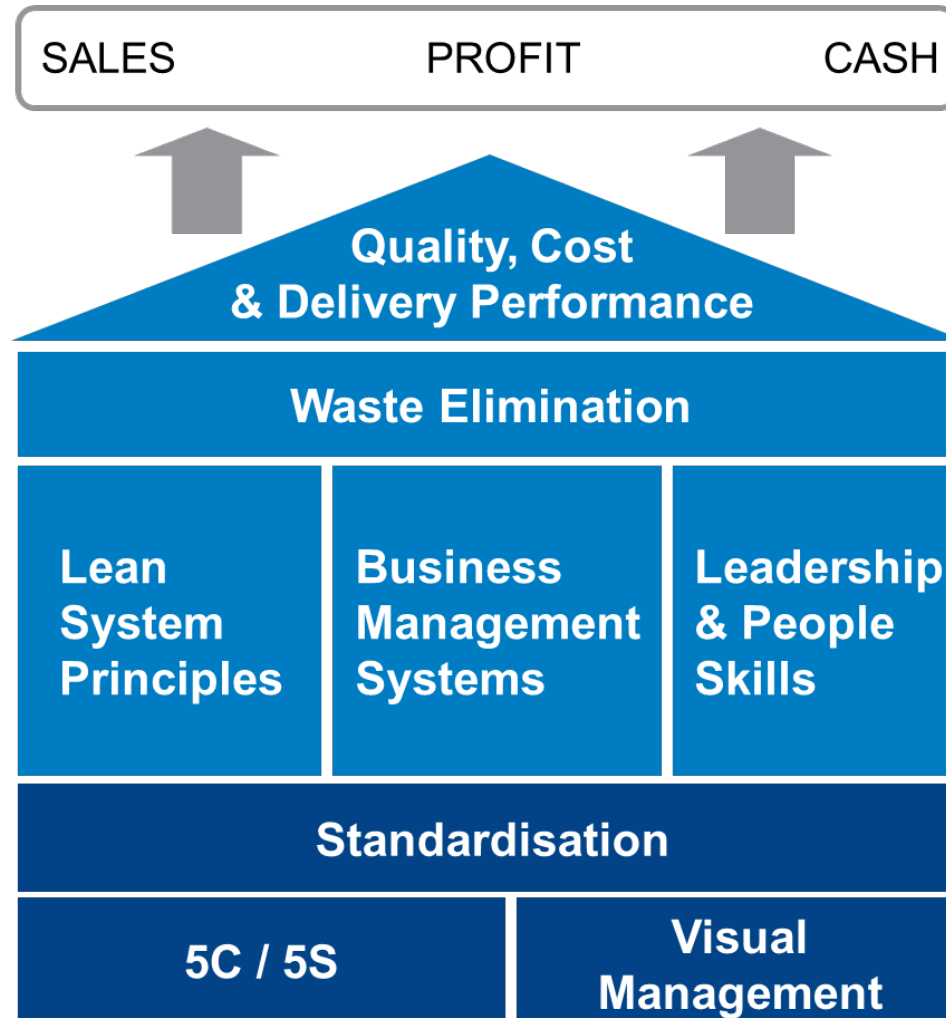
What everyone sees in terms of the NPI process

What is the real situation?

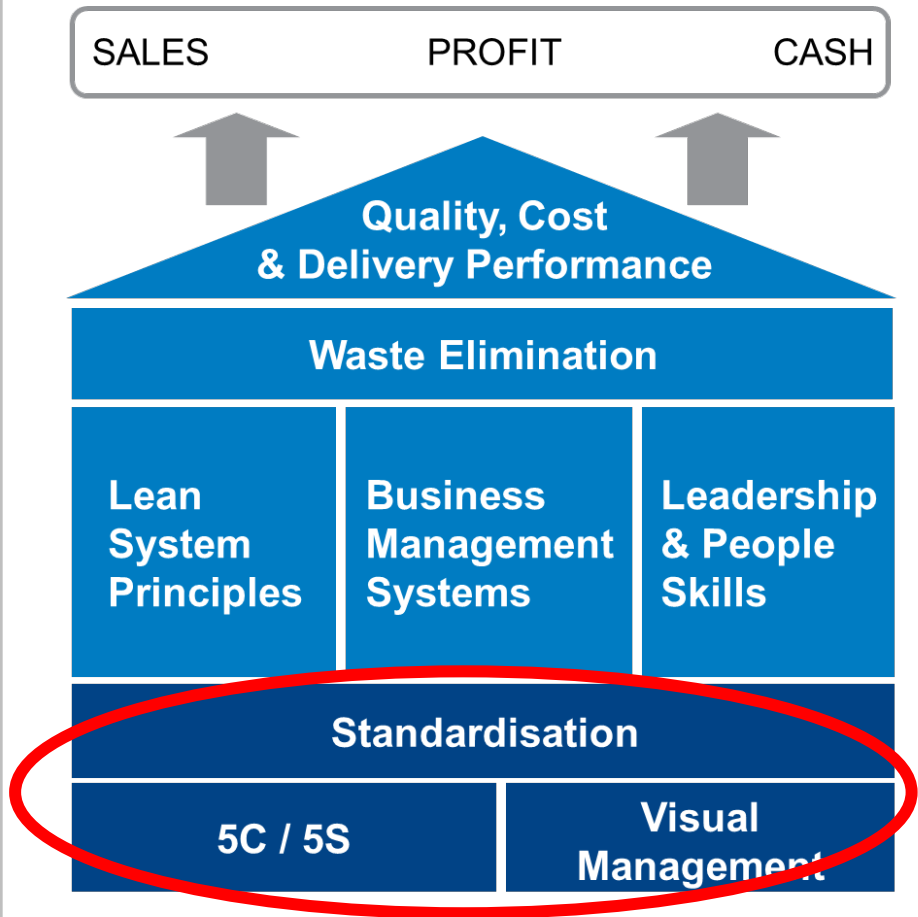


Foundations are not solid!

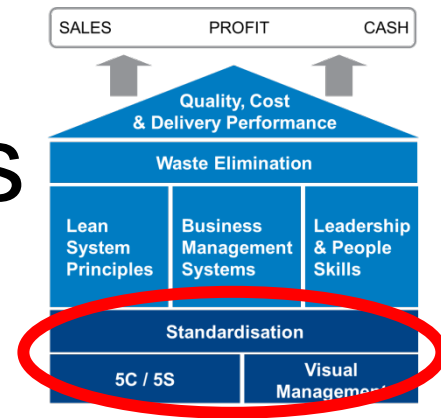
Applying Lean to NPI



No structured
process

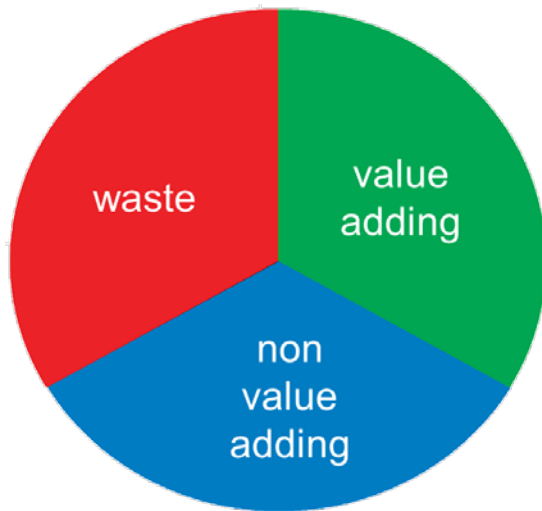


No structured process



- Reliant on individuals
- No standards to improve
- Waste inherent in activity

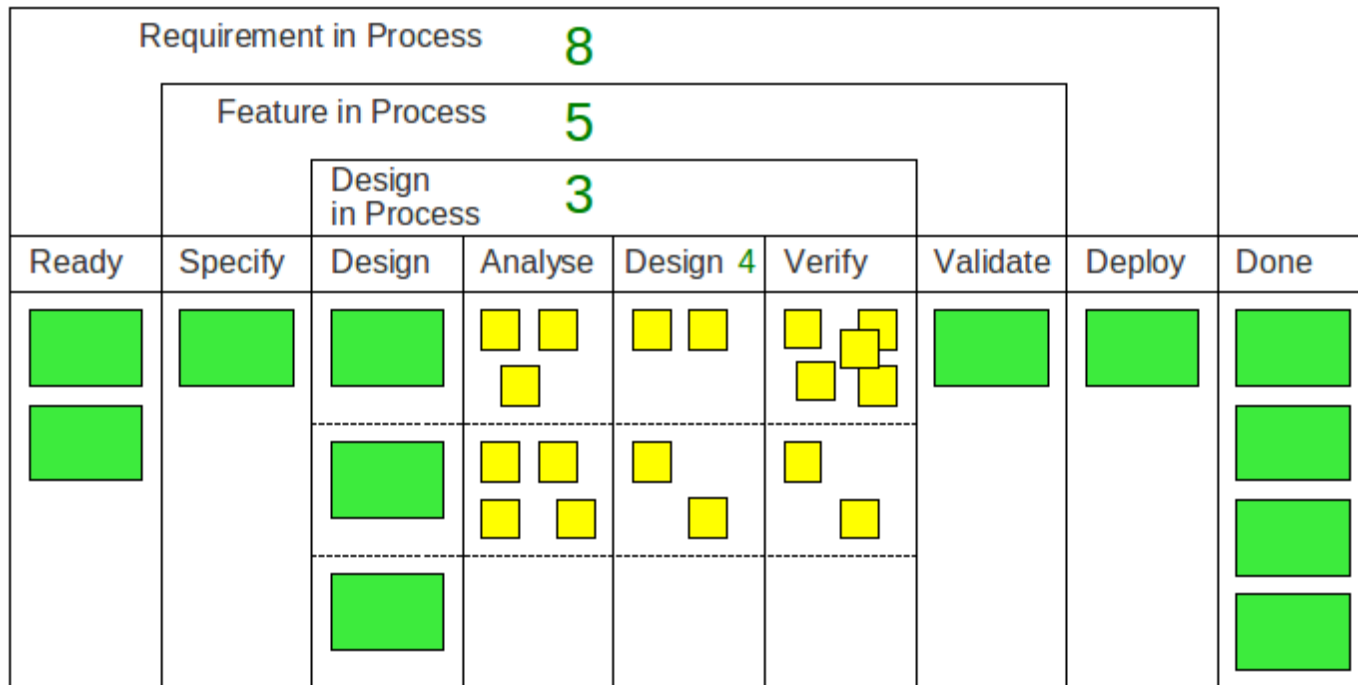
Remember Tim Wood



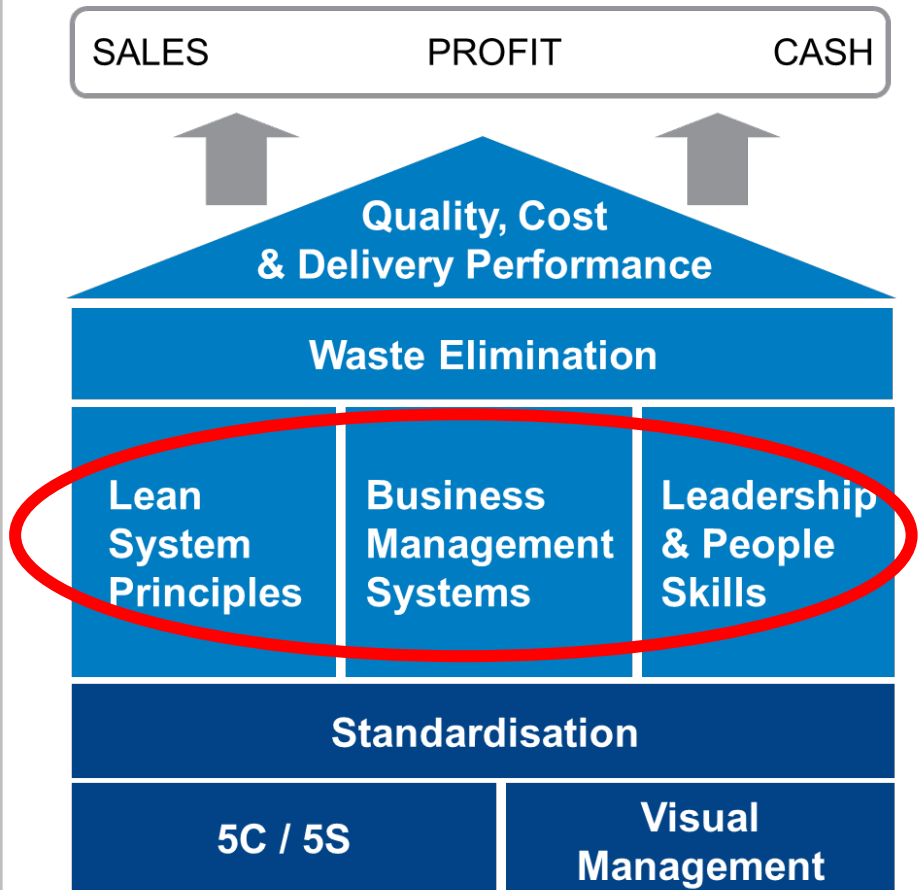
7 Wastes

- **T**ransportation
- **I**nventory
- **M**otion
- **W**aiting
- **O**verproduction
- **O**ver-processing
- **D**efects

Can 5S and visual methods be applied to NPI?



Process not followed



Audience Feedback

How do you know if your NPI process is followed?

- a) Don't check
- b) Audit process adherence
- c) Use results to judge adherence
- d) Measure gate adherence

Process not followed



- Not cross-functionally agreed
- Conflicting priorities
- Too complicated
- No measurement
- Poor senior level support

Process not as
effective as we'd
like



Process not effective



- Overprocessing
- Strategy not linked to procedures
- Measures not in place
- Data available but no meaningful analysis to drive improvement

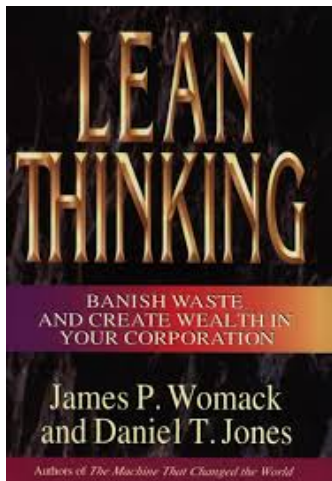
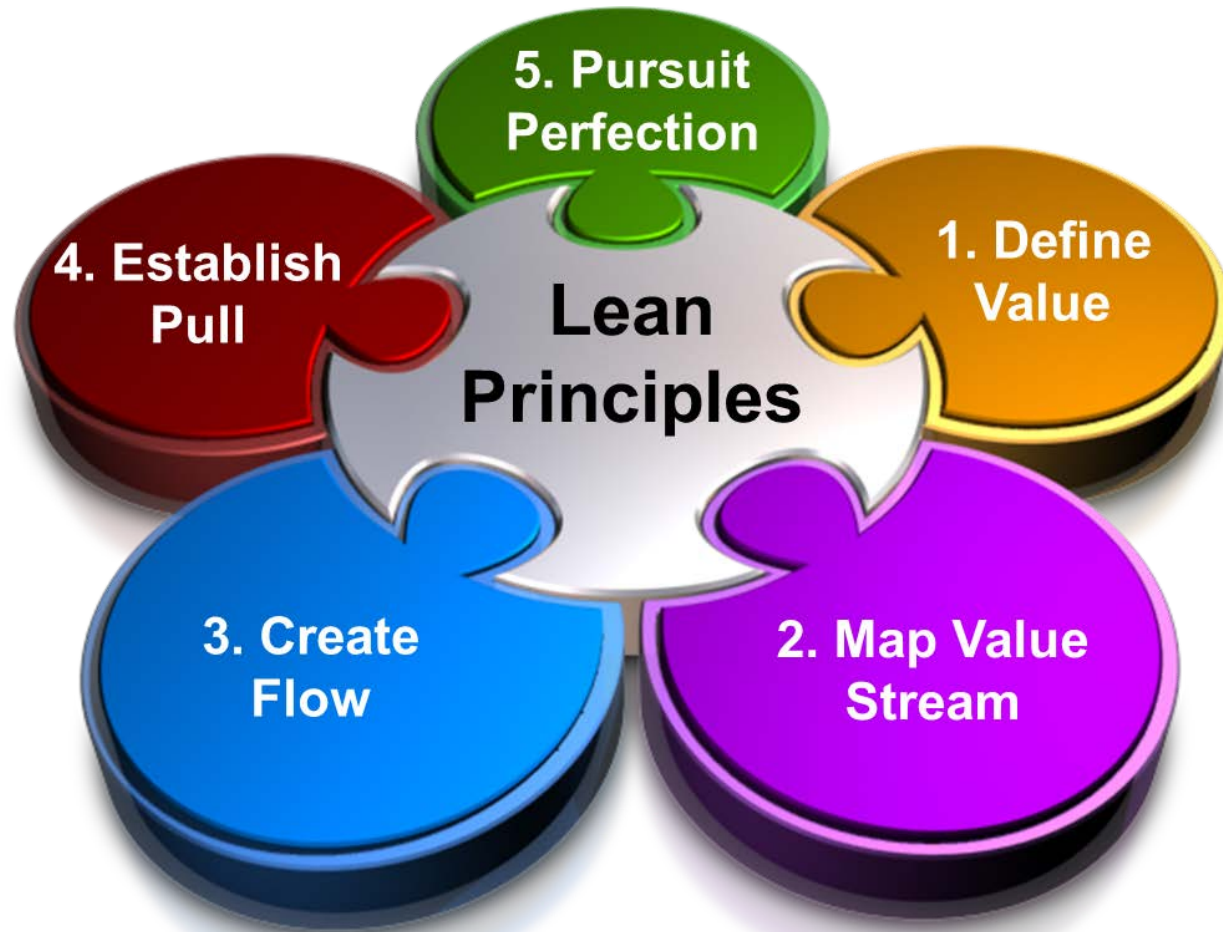
Audience Feedback

How do you currently improve your NPI process?

- a) No improvement occurs
- b) Informal activity after an unsuccessful project
- c) Informal activity after every project
- d) A structured approach after every project
- e) A structured approach continuously as lessons are learned

How do we improve NPI?

5 Principles of Lean



1. Define Value



2. Map Value Stream



3. Create Flow



4. Establish Pull



5. Pursue Perfection



Advantages of applying Lean to NPI

- Reduced project leadtime
- Competitive advantages
- Customer confidence and ability to manage customer
- Standardising product modules – design, relating similar features to FMEA etc.

Conclusions

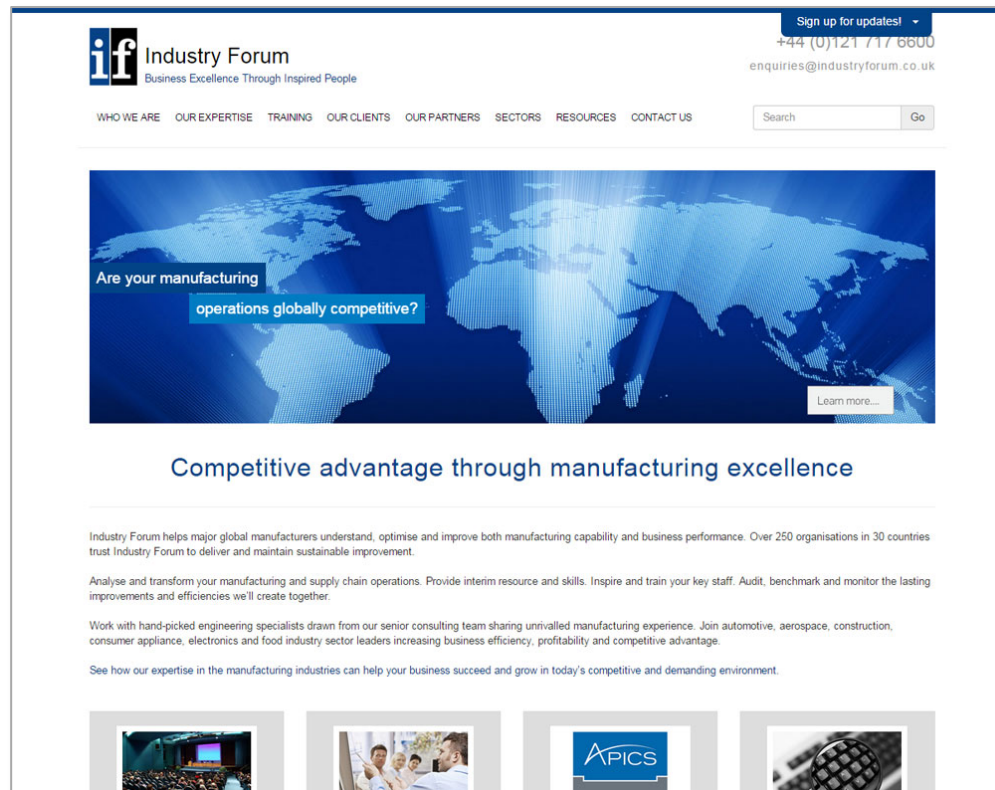


Remember the lean basics

- Be data driven – highlight and drive priority of improvement opportunities
- Set clear standards – allow sharing of best practice and inclusion of learning from experience
- Organise the workplace (5S) – ensure all tasks and information are required and organised efficiently
- Use visual management – allow progress and status to be seen by all stakeholders to prompt correct reactions
- Make work flow – ensure all activities are completed effectively and at the right time

For more information

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The screenshot shows the homepage of the Industry Forum website. At the top left is the 'if' logo and the text 'Industry Forum Business Excellence Through Inspired People'. To the right, there is a 'Sign up for updates!' button, a phone number '+44 (0)121 717 6600', and an email address 'enquiries@industryforum.co.uk'. A navigation menu includes links for 'WHO WE ARE', 'OUR EXPERTISE', 'TRAINING', 'OUR CLIENTS', 'OUR PARTNERS', 'SECTORS', 'RESOURCES', and 'CONTACT US'. A search bar with a 'Go' button is also present. The main banner features a world map with the text 'Are your manufacturing operations globally competitive?' and a 'Learn more...' button. Below the banner, the heading 'Competitive advantage through manufacturing excellence' is displayed. The page contains several paragraphs of text describing the company's services, including helping manufacturers understand and improve their operations, providing interim resources, and offering engineering specialists. At the bottom, there are four small images: a conference room, a group of people, the APICS logo, and a close-up of a watch mechanism.

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