

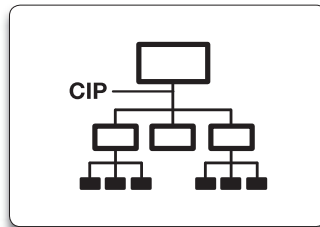
The Eight Success Factors

How lean processes are organized and controlled

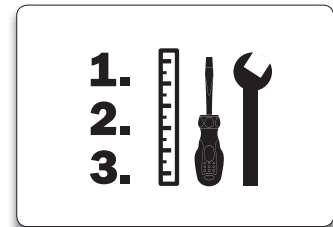
People are creatures of habit. Everyone who strives to make necessary changes notices this. Porsche Consulting has compiled a list of factors that management and staff should keep in mind if changes are to be put successfully into practice.



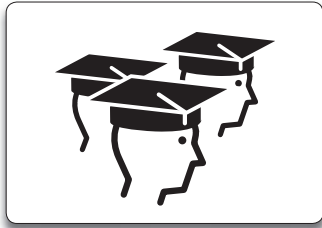
1_WILLINGNESS TO CHANGE The first task is to convince the people. A company has to make it clear to its employees how important changes are. Only when this is accepted at all levels and a new culture of thought and action develops, can positive results be achieved. This, however, assumes a high level of commitment on the part of the management, who serve as an example to everyone else. Management personnel must demonstrate by their actions that they are willing to undergo change. For only those who can motivate and support their employees can make them open to new ideas.



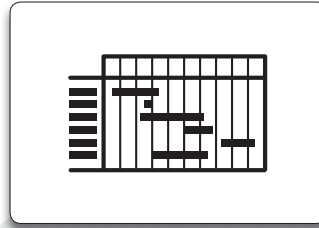
2_PROFESSIONAL ORGANIZATION Normal everyday business affairs are a priority at every company. That is why it is difficult to provide professional support internally for a Continuous Improvement Process at the same time. To achieve this, one needs an organization that continuously regulates a structured approach. It should be anchored in the company—and ideally it should report directly to the executive board or management committee. This is the only way to ensure that the necessary attention is paid to supporting the changes.



3_METHODS/TOOLS What is expected of employees should be easy to explain and easy to apply. Porsche Consulting emphasizes that the simplest methods and tools are often the most effective. At the company's own Porsche Akademie (www.porsche-akademie.de) and at on-site workshops, it offers a combination of theory and practice. Topics include the classic "lean" methods, integration programs for suppliers, value flow analyses, and the process optimization developed by Porsche.



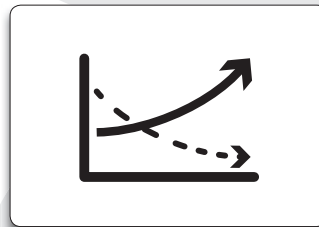
4_QUALIFICATION Quality is not possible without qualification. And those who seek to achieve top quality need more than an “initial qualification.” They need a modular training program for all the company’s employees. Porsche Consulting relies on a combination of theory and practice—and especially on the instrument of simulation. The respective content is specifically targeted for each level of management. At the same time, however, a homogeneous approach must be ensured.



6_WORKSHOP AND PROJECT PLAN The desired processes can only be put into practice if everyone is clear on who should take care of which tasks at what time. Starting from the process vision, the corresponding fields of action are derived, and then transferred to form part of a fixed workshop and project plan that is constantly monitored. This ensures that the Continuous Improvement Process does not grind to a halt and that resources can be deployed in a targeted manner.



5_PROCESS VISION Those who seek to be successful with their company in the future need to have a vision of this future. That is true when evaluating markets and products, of course, but it also applies to how the organization and the processes are oriented. Here, too, it is important to have a clear view of the objectives, for that is the only way to steer the improvement process in the desired direction.



7_INDICES Results have to be measured in Continuous Improvement Processes as well. To do so, indices are determined in advance. Many things are measurable, and thus provide solid information about the pace of the change. A quantitative system is typically set up to reflect the dimensions of quality, costs, delivery service, and motivation. A good system of indices should not only be precise in terms of content, but also easy to understand. Every employee must be able to gain direction from the information.



8_COMMUNICATION The most important part of a process of change is to generate transparency and trust. This is easiest when those in charge integrate everyone affected by the project at an early stage and keep them informed on a continuous basis. The objectives sought, and even more so the results achieved, should be communicated promptly at all levels. This puts all eyes on a shared goal. In this case the following applies: Communication is not everything, but without communication everything is for naught.