

### Editorial

In a period of great changes for LeanOp, the expansion to new markets, the launch of the Academy and Press division, we felt there was a gap of communication between us and our customers and friends.

The goals of this newsletter is to share good Lean practices, show case studies, communicate events and training plans, introduce Lean concepts and recommend books.

LeanOp has just completed 2 years of business and it's time to do a balance. These 2 years of intensive work allowed us to mature our product, create a solid team and case studies from different industries (clinical analysis labs, food industry, machining, household goods, stamping, footwear, retail, etc).

This number is focus on the Standard concept, the need to comply with standards in order to have customer's satisfaction and the difficulty to maintain them. We show some examples and we recommend a book about leadership (without leadership the standard will not prevail).

We have the Sinuta's case study. A young Portuguese company, that embraced Lean as an evolution of it's management system. Sinuta gave significant steps, focusing on people, becoming a reference in Lean.

CONGRATULATIONS SINUTA!



**Nuno Silva**  
(LeanOp Manager)

### Lean in Sinuta



Sinuta is a Portuguese young family business (15 years old) dedicated to the production of satellite dishes. The annual turnover is 18M€ and exports 90% of it's business volume. Employs around 100 people.

Most of Sinuta's customers are satellite operators, this market is characterized with highly personalized products and full loads orders (containers or trucks) focussed in optimizing the transportation cost, causing great variability in the production and drives the production of large lot sizes.



Sinuta's customers

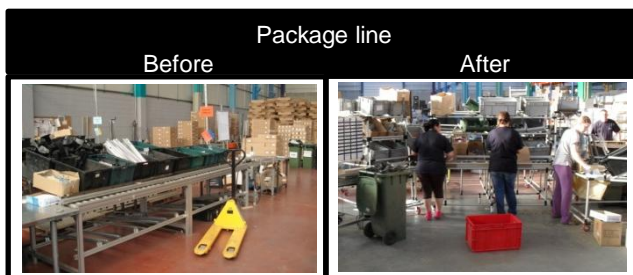
Sinuta began their Lean journey in 2007. They started with a very successful pilot project in the package area, **improving productivity in 30%.**



In 2008, Sinuta decided to apply this methodology to the all company (not only the shop-floor). When they launch the initiative, besides defining roles and responsibilities a contest was launch to decide the mascot, the winner was Mr. Swing.

The initiative was split in several stages, with the focus of creating competences through training and workshops. Everyone was involved in the activities and clear communication was made regularly to all stakeholders.

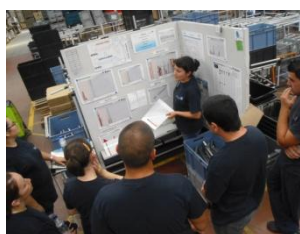
In order to involve all the organization, the administration sponsor the initiative. The accounting department, with his natural accuracy, managed the 5S's process, the procurement the routine management and the Quality department the TQM and the Maintenance the TPM.



There are significant results: 40% reduction of the WIP, 20% improvement of productivity, 15% improvement of service level. But the most important was the creation of competences in all workers and the motivation to continuously improve.



Hydraulic press, after TPM



Shift review

*"The greatest change in Sinuta, was the contribution of all for continuous improvement. Nowadays we have workers time measuring, creating and challenging their own standards, team leaders compute their QCDM KPI's and define actions to accomplish their goals.*

*The 5S's audits are facilitated by the account department, with a team of 16 auditors, this transformed the company in a more pleasant and efficient place to work, bringing the admin functions closer to the shop floor.*

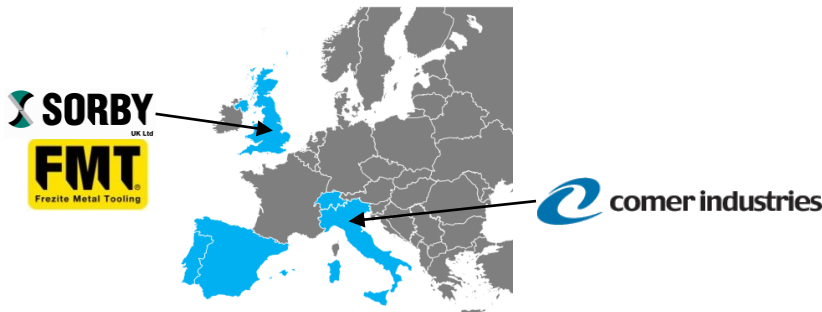
*This initiative created stability to Sinuta's operations, with a service level near 100% and made us more capable in solving quality problems, preparing us better to face customer's higher requirements.*

*Our journey is far from being finished, we have a lot of challenges coming in all areas and departments, this is very exciting!*

**Catarina Maças**  
(SINUTA Operations Manager)

## News

- During the first semester of 2010 LeanOp started doing workshops and training in new markets.

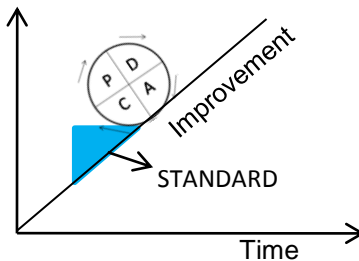


- In June, LeanOp Academy started organizing training event with the ambition to be a school of knowledge in Lean methodologies.

## Lean concepts - Standard

The Standard (STD) is the basis for continuous improvement. It is works as a wedge that sustains the improvement wheel – the PDCA .

During our work we became conscious that work standards are not easy to maintain. The complexity and strictness of a standard can cause interpretation problems, difficulties to follow and update causing early deterioration of the improvement conditions.



The 4 Steps of PDCA:  
**Plan (P)** – Resources and time.  
**Do (D)** – Implement the plan.  
**Check (C)** – Verify the efficiency of the improvement.  
**Apply (A)** – Deploy or open a new PDCA .

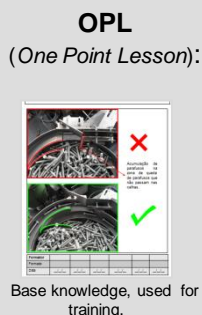
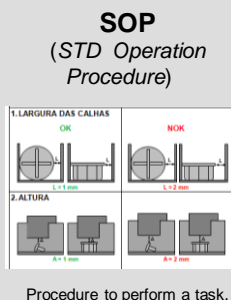
Even when a standard is created and shared by everyone the implementation challenge remains.

The LeanOp's solution is to encourage the people to continuously come up with new standards or improve the existing ones (doing PDCA's). However they need to be aware that they need to respect current standards.

There are many types of Standard. It's important to understand when to make them strict or open, making it easy to maintain (hand written documents can be updated by everyone ,everywhere).

For operations with high variability, sometimes is enough to create only best practices.

Bellow there are some examples of standards and their applications:



## Training Plan 2010

**07 Jul. TQM (Total Quality Management) Problem Solving**  
 Contents: (8h)  
 - Transform problems in opportunities;  
 - Define and solve problems at different levels.  
 Target:  
 - Managers, Team leaders and operators.  
 Max. participants: 25

**22 Sep. Routine Management Measures (KPI's) and Reviews**  
 Contents: (8h)  
 - Understand how to lead a meeting;  
 - Understand when to escalate or delegate.  
 Target:  
 - Managers, Team leaders.  
 Max. participants: 25

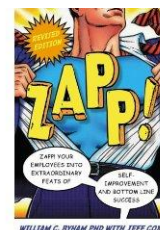
**03 Nov. TQM (Total Quality Management) Autoquality**  
 Contents: (8h)  
 - Understand how to daily manage quality;  
 - Understand how to drive the quality improvement.  
 Target:  
 - Managers, Quality and Team leaders  
 Max. participants: 25  
 Price per event: 200 € + VAT

The Problem Solving training was a success, with participants from different backgrounds and company's. (wholesale, accounting, footwear, machine tooling, telecommunications and household).



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## Recommended book



William C. Byham , 1998  
 Ballantine Books

This book it's an engaging story, truly easy to read.

It uses several metaphors to explain concepts of management, leadership and motivation.