

- Employing Continuous Improvement initiatives throughout the organization fosters change.
- By joining all levels and all teams through a shared aim and clear goals, cultural attitudes can be transformed.



### BACKGROUND

Aristotle said that we are what we continuously do. Excellence is not an action, but a habit.

To sustain improvements is the hardest part of any operational excellence transformation, most practitioners fail at this stage for lack of robust controls and monitoring that can involve team's participation.

### THE SITUATION

After we established the continuous improvement department at Breakfast Way Inc\*, a leader breakfast cereal manufacturer, we chose to expand the transformation placing a CI Board and running the "CI Challenge", involving multiple departments, from operations to materials, supply chain, quality, and compliance teams.

### THE SOLUTION

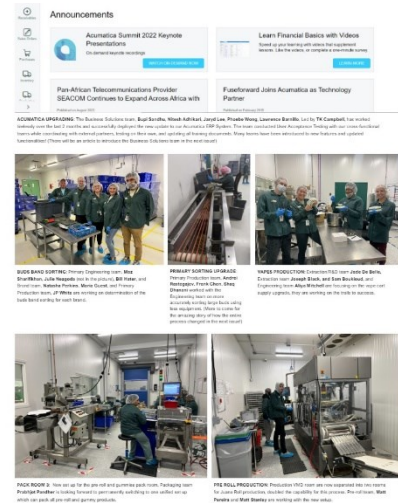
Each area supervisor, supported by the production manager, proposed Quick-Wins initiatives (also called Kaizen by other practitioners).



The CI Board used to communicate the News and CI Challenge Status

Together with the managers, we developed a savings calculator integrating labor, materials and OEE-based metrics. Then we tracked all the initiatives by the dollar saved, communicated the news and other relevant achievements on the CI Board. We used ping-pong balls inside clear tubes with fixed dollar amounts to gauge and show the different teams' race for the most impactful improvements.

A periodical Continuous Improvement Gazette was published to present pertinent tales, successes, tributes, predicaments.



The CI Gazette, a unique communication tool to involve the entire company.

At the outset, the inaugural issue had some readers, but after 20 months, the readership had extended to every division.

### THE SUCCESS



After 20 months, the CI Team had accumulated \$3,810,000 in savings from 17 projects, comprising some substantial implementations in the supply chain, quality, and manufacturing division and some other "Quick-Wins" inspired by the CI Challenge in certain areas in the production lines.

\* The company's identity has been disguised for the sake of privacy; however, the case study is genuine.