



Speeding up Time-To-Market of R&D Projects in the Capital Goods Industries

PRACTICE
Innovation

SECTOR
Capital Goods

MISSION DURATION
12 months

• Overview

In a rapidly changing market and a context of fluctuating energy prices, a manufacturer of highly technical equipments wants to speed up time-to-market of its innovations.

KEPLER offers a Lean Engineering approach meant to optimize the entire process of developing new solutions, accelerating schedules and reducing development costs.

Our Approach



Context

A manufacturer of highly technical equipment for the medical and industrial sectors faces several risks:



A rapidly changing market



A fluctuation in energy prices



A growing competition



Objective

Accelerating Time-To-Market



Accelerating Time-To-Market and profitability of major engineering and procurement projects, thanks to a Lean Engineering approach:

- increasing the efficiency of the different sales acquisition workflows, the upstream technical design and innovation, the detailed development, the procurement and delivery
- optimizing interactions between each workflow and every contributing team (sales department, research, design office, procurement, logistics, manufacturing, construction, etc.)



Methodology

1

Global “Top-Down” Approach

- Macro framing of the global target process with objectives set for all the workflows and ambition in terms of profit (mainly planning and hours)
- Constraint matrices between functions and different workflows in order to clarify the freedom areas on process optimization (“freedom within a frame”)

2

“Bottom-Up” Approach by Workflow

- 3-4 day “Lean” sprints on each workflow in order to:
 - achieving the VSM (Value Stream Mapping): analysis of the added-value level of each task and target workflow redesign
 - defining the Kaizen batch (improvement solutions) necessary to achieve this target
 - valuating and validating the resulting gains
- Immediate implementation on the company projects (depending on current projects and their level of progress)

3

Push & Pull Approaches

- Workshops with business teams to “push” the implementation of Kaizen (improvement solutions) in the operational work of teams mobilized on projects
- Workshops with the project team leaders to “pull” the Kaizen application on their project and thus secure the achievement of the objectives of Quality, Cost, Time and Performance of the project

Levers and tools



Digitalization opportunities



Optimization: cost, quality, deadlines, sales (success rate)



Working conditions improvement by identifying and addressing the root causes of frustrations

Kaizen Project



Macro-Process post VSM



Results

10

Lean Sprints with VSM made
covering all project workflows

110

Khrs / year

€3M

Savings generated per an

1,5

Months TTM
(planning)

210

KAIZEN
projects



Whether in complex industries or in the world of start-ups, Lean approaches are acclaimed for their ability to quickly and comprehensively approach and optimize the design and development processes of R&D teams.

In this specific case, our client was able to reduce by 15 to 30% the time required to achieve the different workflows the critical path of the project.

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