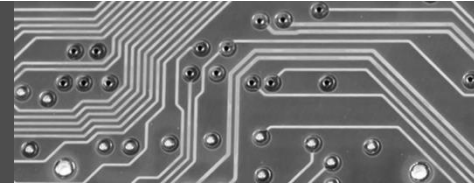




LEAN 2020

Cross-Industry Benchmarking “The Future of Operational Excellence”

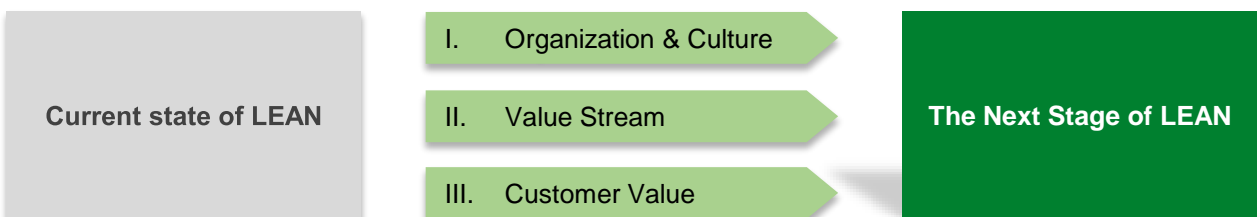


What is the project about?

In the past two decades LEAN principles have been a corner stone for the Management, especially in manufacturing, allowing companies to substantially reduce waste and increase productivity. With new technologies available manufacturing companies now have a chance to take LEAN to the next stage and improve operational excellence across the value chain.

Target

The objective of this benchmarking project is to identify Successful Practices in LEAN Management and thus to provide an opportunity for all participants to determine their current performance level as well as to identify levers for further improvement.



Key focus areas of the benchmarking

This benchmarking does not only provide an overview regarding the status quo in various industries but also gives an outlook into the future of LEAN Management. Therefore, the questionnaire is structured along the model shown above. The first part evaluates the current state of LEAN in your organization, while the second part focuses on the next stage of LEAN and explores opportunities and challenges of Digitalization with regard to LEAN Management.

What are your advantages?

- I. By joining the benchmarking you will get valuable industry insights from a **personalized report, free of charge**, that includes:
 - Cross-industry assessment of the state of the art regarding LEAN Management
 - Your status quo in comparison to companies from a variety of industries
 - Opportunities of Digitalization to improve your effectiveness & efficiency
- II. Be one of five companies to be rewarded with the **St.Gallen „Successful Practice Award“** and participate in **joint site visits**:
 - Benefit from on-site exchange with other Successful Practices Companies

Prof. Dr. Thomas Friedli
Director of Institute





Consortium

Our Benchmarkings are developed together with industry partners. We involve our partners in the exploration of pressing industry challenges and the development of key questions that we subsequently aim to address in our study. After having reached an agreement on core issues ITEM-HSG develops a detailed Benchmarking-Questionnaire and finally performs the study.

Our consortium “*LEAN 2020 – The future of Operational Excellence*” consists of:

- Pfizer Inc., Zurich, Switzerland
- RUAG Holding AG, Bern, Switzerland
- VOITH GmbH, Heidenheim an der Brenz, Germany

Results & Privacy

We comply with the [“The European Benchmarking Code of Conduct”](#). The results from this benchmarking will be shared with you in the form of a **personalized report**. All responses are treated with strict confidentiality. Your answers will be released only as summaries in which no individual’s answers can be identified. No personal data will be shared with the consortium or any other 3rd parties.

Who we are

The Institute of Technology Management at the University of St.Gallen (ITEM-HSG) supports you during the planning, development and implementation of strategic projects. Our core competence is establishing connections between research and business and tailoring them to your individual needs. With an experienced team of 60 researchers we support you in order to increase your future competitive advantages, from identifying the greatest improvement opportunities to their implementation. The Institute for Technology Management is one of the leading European benchmarking institutes with over 50 international studies during the past 10 years.

Please contact us for further questions!



Julian Macuvele
Research Associate

✉ julian.macuvele@unisg.ch
☎ +41 71 224 7264



Paul Buess
Research Associate

✉ paul.buess@unisg.ch
☎ +41 71 224 7272