Почему WCM нужен для стратегии Change to win?

Причины изменения

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WCM в TARKETT с 2009 и до 2021…

World Class Manufacturing

Pillar	Foundation
Safety & Work Environment	Management Commitment
Cost Deployment	Clarity of Objectives
Focused Improvements	Route Map of WCM
Autonomous Activities	Highly Qualified People
Professional Maintenance	Organization Commitment
Quality Control	Organization Competence
Supply chain & Customer Service	Time and Budget
New Product Development Early Equipment Management	Level of Detail
People Development	Level of Expansion
Environment	Motivation of Operators

Tarkett | THE ULTIMATE FLOORING EXPERIENCE

Что значит WCM в Tarkett?

- WCM подход – это работа с **потерями**, приводящими к непредвиденным ситуациям или затратам и воздействующими на удовлетворенность клиентов и состояние окружающей среды.

- Мы действуем согласно **приоритетам**, выбранным исходя из их степени воздействия (например, воздействия на затраты, уровень сервиса, безопасность и т.д.); WCM подход **исключает истощающую работу** над всеми имеющимися потерями

- Развитие каждого пиллара начинается с **модельной зоны**, в которой есть проектная команда. Участники проектной команды осваивают методологию WCM в ходе работы в модельной зоне и получают соответствующие знания.

- Исходя из успешности проекта мы выбираем участки для **горизонтального расширения/распространения** полученных знаний

- Каждый пиллар состоит из **7 шагов**, в ходе развития мы движемся от **реактивного** к **превентивно**му и затем к проактивному подходу.

Подход WCM

• Какова стратегия?
• Каковы приоритеты?
• Какие есть проблемы?

Понимание ситуации
Какими проблемами необходимо заняться
Идентификация убытков/потерь
Приоритезация согласно CD
Установит **ГДЕ** они, **КОГДА** и **КАК** они возникли, **КАК МНОГО** их
Анализ **ПОЧЕМУ** они возникли

Эволюция результатов

Анализ Потерь/ Убытков

Улучшение и Расширение

Правильный метод

Внедрение

Выгода / Затраты

Внедрение согласно методологии

Участие всех сотрудников

Набор инструментов
Анализ первопричины
Решение проблем
Карта потоков ценности
Организация рабочего места
Анализ цепочек поставок...

Использование этих инструментов НЕ самоцель. Наша цель – получить СТАБИЛЬНЫЙ РЕЗУЛЬТАТ избавляясь от потерь и убытков

Уровень травматизма

Групповой Fr1t улучшился благодаря WCM но нет прогресса с 2018
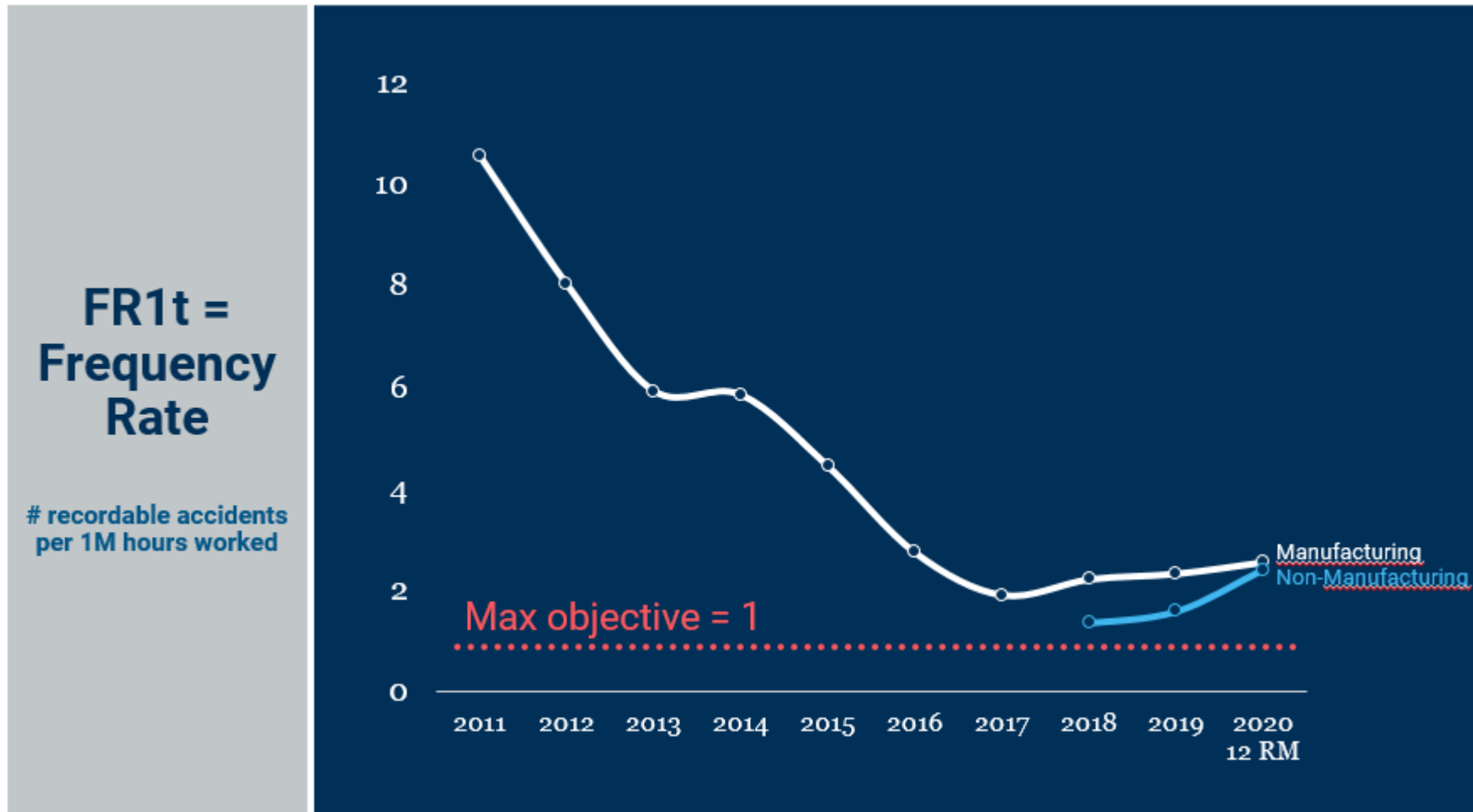
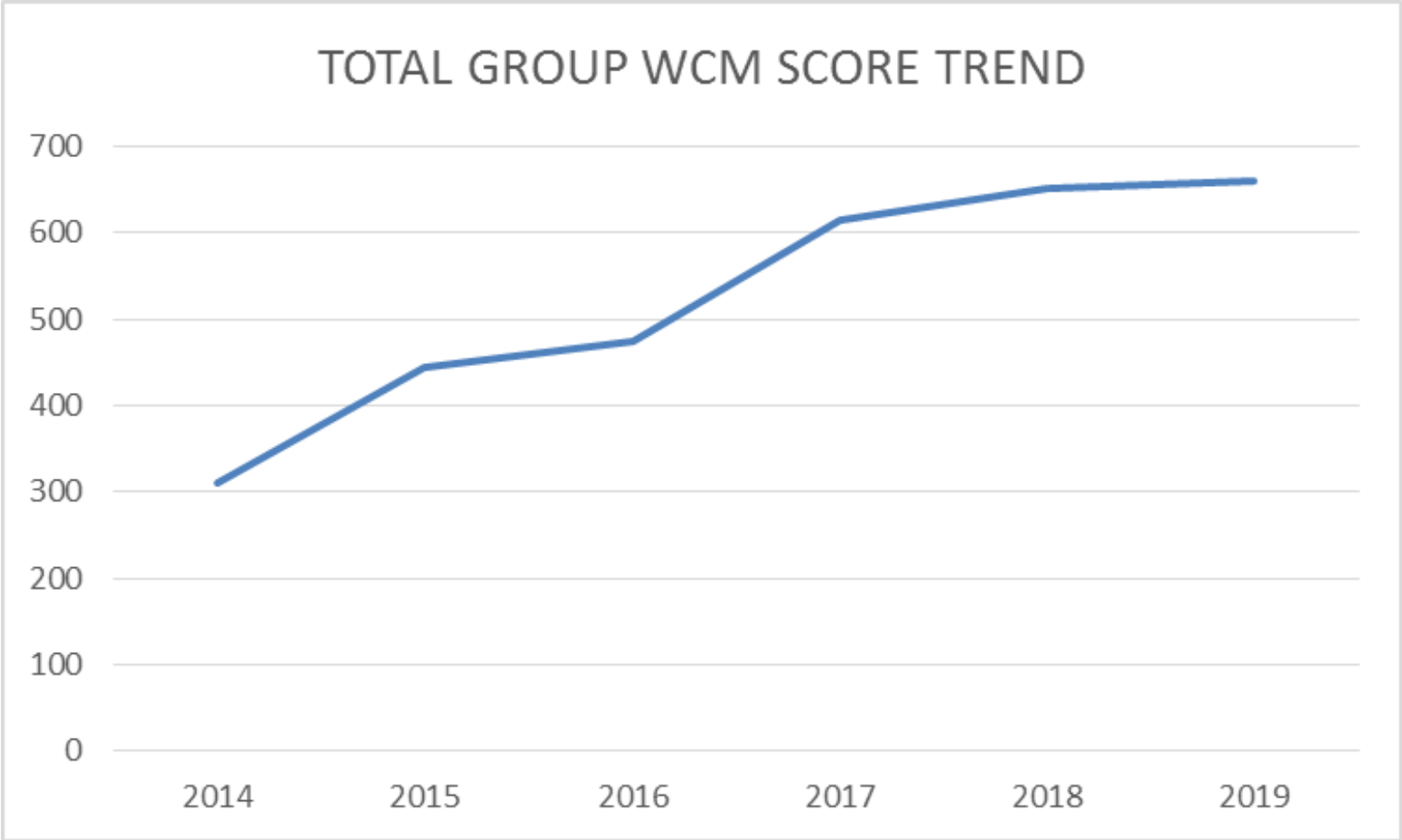# Результаты по качеству

Достигли «плато»

6

Результаты WCM аудитов

TOTAL GROUP WCM SCORE TREND

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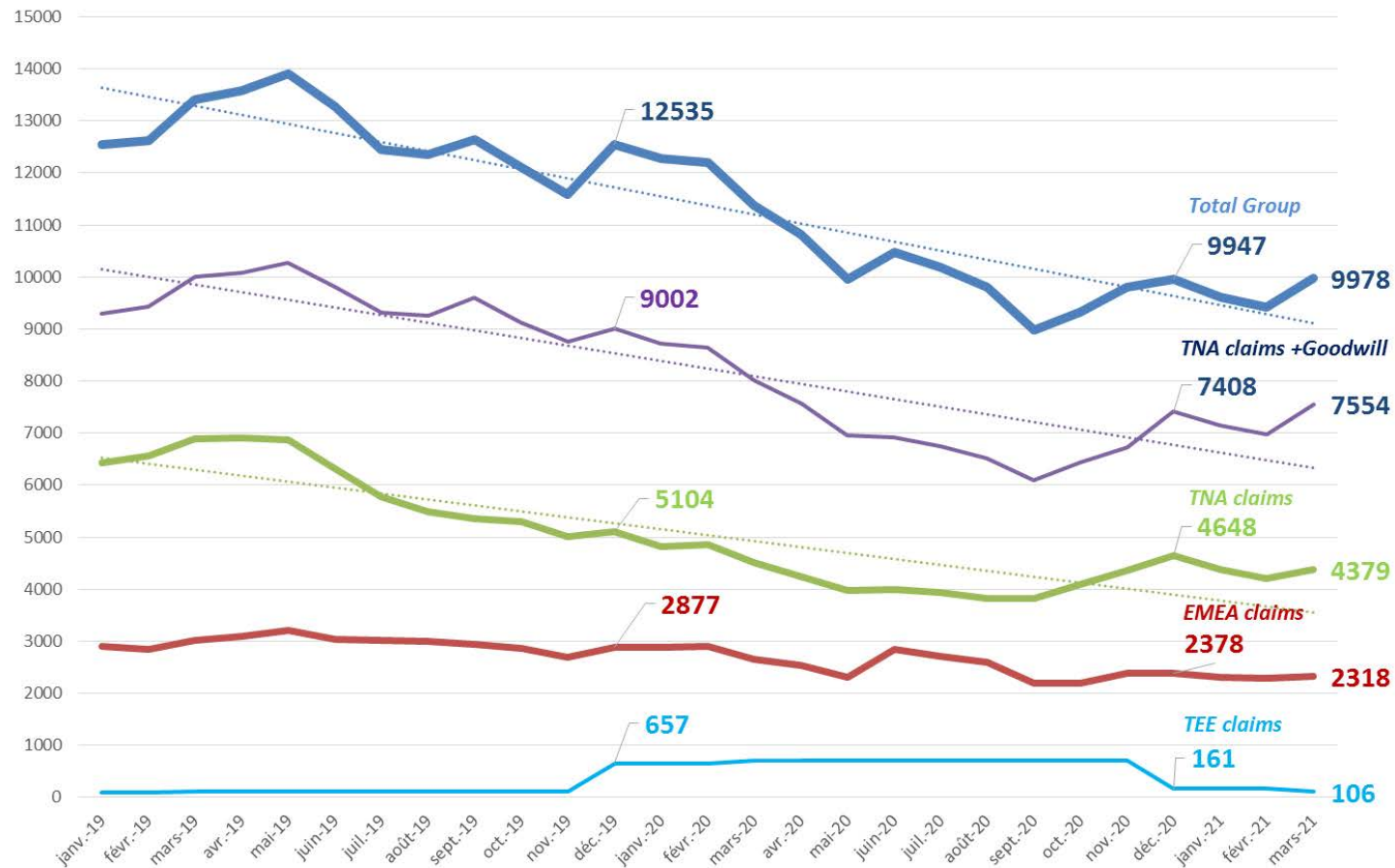
Сделать WCM более эффективным для достижения нашей стратегии

Наши команды являются **ключевыми** в нашей стратегии **Меняться, чтобы победить.**

Мы добились прогресса и многому **научились** у WCM за 10 лет.

Пришло время **пересмотреть и укрепить WCM** для поддержки наших стратегических инициатив.

Сделать WCM более понятным и, следовательно, более простым для развертывания в командах. Развернуть WCM более **однородно** по всей группе, чтобы получить более предсказуемые, последовательные и устойчивые результаты.

Наши операционные команды являются центром нашей стратегии Change to win.

1. Sustainable Growth

- Расти быстрее в коммерческом сегменте
- Инновационные дизайны и решения
- Сила ценообразования
- Возможности цифровых каналов

2. One Tarkett for our Customers

- Клиентоориентированная организация и мышление
- Простота
- Адаптивность
- Скорость

3. People & Planet

- Фокус на охрану труда
- Талант и разнообразие
- Циркулярная экономика
- Изменение климата

4. Cost and financial discipline

- Footprint review
- Планы повышения производительности
- Эффективность SG&A
- Выборочные M&A

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Почему система улучшений?

Почему WCM?

- Разрабатывать более конкурентоспособные продукты.

- Поддерживать систему для организации устойчивого роста производительности.

- Повышение уровня самостоятельности и вовлечения сотрудников.

- Управление планами мероприятий в соответствии с приоритетами бизнеса.

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Как обеспечить
лучшую
систему для
всех?

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3 принципа в основе изменений

Новый дух без ущерба для методологии

Упрощение

Как основа

Лидерство

Ядро

Ориентирован-ность на результат

Следую методу

Новый WCM

2021

MINIMUM = BASICS	DAILY PERFORMANCE MANAGEMENT	*included in FI pillar*
	PROBLEM SOLVING & ESCALATION MANAGEMENT	*partially included in FI pillar*
	VISUAL STANDARD MANAGEMENT (incl. « Golden Triangle »)	*introduced at different steps (generally step 3) in previous pillars*
NECESSARY	PDCA, 1 PAGE REPORT	*partially included in SC pillar*
	CONTINUOUS IMPROVEMENT MANAGEMENT	*included in FI pillar includes CD Pillar in the content*
	PROJECT & AWO (WORKSHOP) MANAGEMENT	*partially included in PM@Tarkett (but not WCM)*
	VALUE STREAM MAPPING MANAGEMENT	*partially included in SC pillar (not TOC)*
ADVANCED	STRATEGY DEPLOYMENT (HK)	*partially included in FI pillar*

MINIMUM = BASICS	SAFE & EFFICIENT WORKPLACE		includes S & Env pillar includes 5S
	EFFICIENT QUALITY MANAGEMENT	ROBUST DESIGN	equivalent of NPD pillar
		(Statistical) PROCESS CONTROL	equivalent of last QC pillar
NECESSARY	STABLE PROCESS – LEVELING & CAPACITY MANAGEMENT		partially included in SC pillar
	EFFICIENT EQUIPMENT & MACHINE - MAINTENANCE		includes AM,PM and EEM pillars
	EFFICIENT DELIVERY MANAGEMENT	included in AM	
		TAKT TIME BALANCE	partially included in WPO pillar
		CONTINUOUS & LAMINAR FLOW	partially included in SC&CS pillar
		PULL FLOW	partially included in SC&CS pillar includes Kanban, Small Train…
ADVANCED	MOCK UP & SIMULATION		includes Set Based Concurrent Engin. Includes carboard concept

→ **Фокус на 6 Базовых карт (Безопасность, Качество, Экология)**
→ **С поддержкой лидерских дорожных карт (Ежедневное управление, Решение проблем, Визуальное управление**

Пример | 3 Лидерские дорожные карты

		LEVEL 1 NOT YET FULL AWARENESS	LEVEL 2 AWARENESS - GETTING STARTED	LEVEL 3 CHANGE OF THINKING & BEHAVIORS	LEVEL 4 NEW HABITS - REPEATED BEHAVIORS	LEVEL 5 CULTURE ESTABLISHED
Daily (Performance) Management	**Daily (performance) management** ensure all team members (hourly, salaried, cross-functional support, and leadership) can determine if they met and will meet their day to day targets from a safety, quality, delivery, and cost perspective. It is the way to key Industrial Variance Under Control. Data accuracy and efficiency is key and data collections is organized. **Routines** of management are organized to share current state, gaps (problems) to fix, improvement to engage.	☐ A few or not teams have clear common objectives and Key Performance Indicators (**KPIs**) and clear individual contributions	☐ Teams formalizes and communicates their mission, key processes, suppliers & customers (using **SIPOC** for main processes). For all standards, updates are made when a change occurs. ☐ Each team has mapped the current state of the skills for each members (**skills matrix**) compared to key processes. ☐ **Relevant KPIs** for the area / department / site / business are identified and tracked **regularly,** addressing Safety, Quality, Delivery, Cost (SQDC). ☐ **Relevant KPIs** are clearly connected to the processes through a simple **list of work standards** for each team. ☐ **KPI tree** is available and communicated to the team: It links metrics owned by the front line leaders to each level of the organization and metrics for the business.	☐ For each **KPI**, a **visual board** shows **baseline** (consistent with **work standards)** and actual vs.target - making the gap performance clear and easily identified. ☐ Gaps to targeted performance are explained and discussed with the team **regularly** during organized **routines.** ☐ An **Action Plan** is is created to ensure that main issues are addressed, prioritized and monitored. A **skill matrix** is used to identify action leaders, ☐ Internal **Benchmarking** process is organized inside divisions and across the company and the **KPI** values (SQDC) are known by local team.	☐ The **benchmarking** process (both internal & external) is organized so that the **benchmarking** value of each **KPI** (SQDC) is known and updated **regularly.** ☐ Since >2years, **skills matrix** is updated in real time. All jobs have necessary **back up**.Absenteeism rate is at benchmarking level. ☐ All performance gaps are prioritized and analyzed. ☐ Since >1 year, **KPIs** show **improvement trend.**	☐ Since >3 years, **KPI**s (SQDC)show **improvement trend** and are closed or reach the **KPI**s value identified by the **benchmarking** process of the activity.
Problem Solving & Escalation	**Problem solving** is connected to abnormalities and instability; it addresses a gap compared to the standard or expected results. The prioritized problems drive timely **Root Cause Analysis** and resolution, processes which generate actions to prevent those abnormalities from happening again (Act of **PDCA**). **Root Cause Analysis** can be deployed through a minimum of 4 Steps (**4D**), or a more complexe approach (**8D**). Having a strong **problem solving** culture, combined with robust	☐ Ability exists to define and identify problems at department levels. However nothing is yet structured	☐ Teams' leaders are trained on **problem solving & escalation** (knowledge acquisition is checked through a quiz). ☐ Recent examples (less than 3 months) of **problem solving** application, deployed or in deployment : - 1 example of simple approach with 4 steps (**4D**) - 1 more complex example with 8 steps approach (**8D**) for customer and/or safety issues. ☐ Each issues adressed with **problem solving** includes an **action plan.**	☐ Problems are prioritized using **priority matrix** to combine impact (with **pareto**) and easiness to fix (time, skills, money) . The TOP 3 priorities are reviewed **regularly** during management **routines.** ☐ The **problem solving** efficiency is evaluated by connecting **problem solving** to **KPI visual board.** ☐ "**Recurrence rate**" and "**Lead Time to Fix/Solve**" are collected to check efficiency of teams using **problem solving** process. "**Recurrence rate**" is checked before starting **problem solving.** ☐ A **standard** for **problem escalation (& cascading)** is organized with the teams engaged.	☐ All problems are transparently shared and team is autonomous in addressing Top 3 priorities with a structured **problem solving** approach at the level they should be according to perimeter of responsibility and skills. ☐ The impact of **Problem Solving** approach (gap to fix) is checked and visible on **KPI visual boards.** ☐ "**Recurrence rate**" and "**Lead Time to Fix**" are improving since > 6 months. ☐ The **standard** for **problem escalation and cascading** is managed in full authonomy with a **visual board** so that the contribution of each individual is clear and to ensure information is given in real time.	☐ Since >3years, "**Recurrence rate**" and "**Lead Time** to Fix/Solve" show **improvement trend**. ☐ > 80 % of problems listed are fixed within a maximum of a few days
Visual Standard Management	**Standards** are necessary to obtain a baseline and work in an efficient way inside a team. **Standards** are necessary to clarify the condition of work, detail the sequence of work, organize the management tasks, etc. The **Golden Triangle** is comprised of Standards, Visual Management and Standard Management. It is the combination of the 3 components which needs to be deployed.	☐ Some standards are formalized and shared without managing a clear list.	☐ Teams have a list of **work standards** connected to key processes with **bottlenecks** as a first focus. **Standards** describe how to execute the work in Safety, Quality, Delivery (and therefore cost). ☐ All formalized **standards** are managed with the **Golden Triangle.** ☐ All team members are trained to **Golden Triangle** ☐ In order to verify that all **standards** are applied when a team starts to work, an "**OK Start**" is implemented on **Genba**. It is a simple check list to verify at least Safety & Quality **standards** before starting to work. ☐ **Group Standards** exist for common processes and are understood by the teams involved.	☐ The **work standards** are managed through **Golden triangle** and gaps are managed with **problem solving** approach. ☐ The **work standards** are optimized with a first step (through **AWO**) of **waste** elimination (at least **mura, muri**). ☐ Other tasks than **work standard** (including all management tasks, improvement and problem solving tasks for example...) are formalized with a **standard.** ☐ OK Start" concerns all **standards** listed. ☐ **Group Standards** are included into local **work standards** in real time.	☐ The **work standards** are optimized with several steps (through **AWOs**) of **waste** elimination (**muda, mura, muri**). ☐ Every key tasks (including management task, continuous improvement and problem solving tasks...) are formalized with a **standard**, respecting **Golden Triangle.**	☐ The detail of task sequence allows the attainment of the best level of **KPI** (**benchmarking** level) ☐ All **standards** are updated and visually managed in real time.

Развертывание начинается с самооценки и выявлении пробелов

TOPICS	DESCRIPTION		LEVEL 1 NOT YET FULL AWARENESS	LEVEL 2 AWARENESS - GETTING STARTEDG	LEVEL 3 CHANGE OF THINKING& BEHAVIORS	LEVEL 4 NEW HABITS - BEHAVIORS IMPLEMENTED	LEVEL 5 CULTURE ESTABLISHED	CURR SCO
Daily (Performance) Management	**Daily (performance) management** ensure all team members (hourly, salaried, cross-functional support, and leadership) can determine if they met and will meet their day to day targets from a safety, quality, delivery, and cost perspective. It is the way to key Industrial Variance Under Control. Data accuracy and efficiency is key and data collections is organized. **Routines** of management are organized to share current state, gaps (problems) to fix, improvement to engage.	DEPTH	☑ A few or not teams have clear common objectives and Key Performance Indicators (KPIs) and clear individual contributions	☐ Teams formalizes and communicates their mission, key processes, suppliers & customers (using **SIPOC** for main processes). For all standards, updates are made when a change occurs. ☐ Each team has mapped the current state of the skills for each members (**skills matrix**) compared to key processes. ☑ **Relevant KPIs** for the area/ department/ site/ business are identified and tracked **regularly**, addressing Safety, Quality, Delivery, Cost (SQDC). ☐ **Relevant KPI** are clearly connected to the processes through a simple **list of work standards** for each team. ☑ **KPI tree** is available and communicated to the team: It links metrics owned by the front line leaders to each level of the organization till metrics for the business.	☐ For each KPI, **visual board** show **baseline** (consistent with **work standards**), actual vs.target. Therefore the gap performance is clear and can be identified. ☐ Gaps to targeted performance are explained and discussed with the team **regularly** during organized **routines**. ☐ An **Action Plan** is created to ensure that main issues are addressed, prioritized and monitored. A **skill matrix** is used to identify action leaders. ☐ **Benchmarking** is organized with at least inside Divisions / Company.	☐ The **benchmarking** process (both internal & external) is organized so that the benchmarking value of each KPI is known and updated **regularly**. ☐ Since >2years, **skills matrix** is updated in real time. All jobs have necessary **back up**. Absenteeism rate is at benchmarking level. ☐ All gaps to performance are **prioritized and analyzed**. ☐ KPIs show **improvement trend** for > 6months.	☐ KPIs show **improvement trend** for > 3years and are closed or reach the **benchmarking** of the activity.	1
		COVER		☐ >= 1 **Model team** for each relevant activity (production, logistic, office..) at level 2 on depth.	☐ At least 50% of the team (production, logistic, office..) at level 2 on depth ☐ >= 1 **Model team** for each relevant activity (production, logistic, office..) at level 3 on depth.	☐ At least 75% of the teams (production, logistic, office..) are at level 2 on depth and the other 25% of the teams (production, logistic, office..) are at least at level 3 on depth. ☐ >= 1 **Model team** for each relevant activity (production, logistic, office..) at level 4 on depth.	☐ 100% of the team at level 4 on depth. ☐ >=1 **Model team** for each relevant activity (production, logistic, office..) at level 5 on depth.	

GAP GAP GAP

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WCM упрощение | основные элементы

	FROM...	**TO...**
SYSTEM	• **10 TECHNICAL PILLARS** focused on tools • **NOT EASILY CONNECTED** with MANAGEMENT CRITERIA • Specific WCM Vocabulary	• **9 TACTICAL ROADMAPS** focused on deliverables and process • **ALL TOPICS TOTALLY CONNECTED** • **CLEAR DELIVERABLES ON LEADRSHIP TOPICS** • **International Vocabulary**
BASICS	**SPREAD across STEP 1-3 of all pillar** (implemented at STEP 3 and audited at STEP4).	**INTEGRATED in 3 BASIC Leadership Roadmaps and implemented and audited since the beginning**
AUDIT/ ASSESSEMENT	• **AUDIT** WITH GAP TO REFERENCE • MAINLY **DONE IN MEETING ROOM** • **SEVERAL WEEKS** OF PREPARATION	• **ASSESSMENT** WITH TARGET **CONNECTED TO LOCAL OBJECTIVES** • MAINLY **DONE** on the SHOP FLOOR • **0 DAYS** OF PREPARATION **(NO PPTS!!!)**
TRAININGS & STANDARDS	• **10 PPT** TO DESCRIBE PILLARS • **120 PPT** AS TRAINING KIT • **154 STANDARDS**	• **1 GENERAL GUIDE** • **30 PPT AS TRAININGS** WITH INTRODUCTION OF @LEARNING • **DIVIDED BY 3 NB OF STANDARDS**
PERFORMANCE	**NOT OBVIOUS & EASY CONNECTION** OF DEPLOYMENT vs S, Q, D, C PERFORMANCE	**DELIVERABLES CONNECTED** with KPIs (S,Q,D,C)
MANAGEMENT ENGAGEMENT	**10 MANAGEMENT CRITERIA** non easy to connect with Tactical pillars, performances and tasks	**8 LEADERSHIP ROADMAPS** focused on deliverables and process and directly connected with TACTICAL roadmaps

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WCM упрощение | стандарты

Problem Solving Example

FROM …		TO …

→ Breakdown-EWO
- RCA of breakdowns & process failures

→ Quality-EWO
- RCA of breakdowns

→ Quality QRTC
- RCA of customer issues
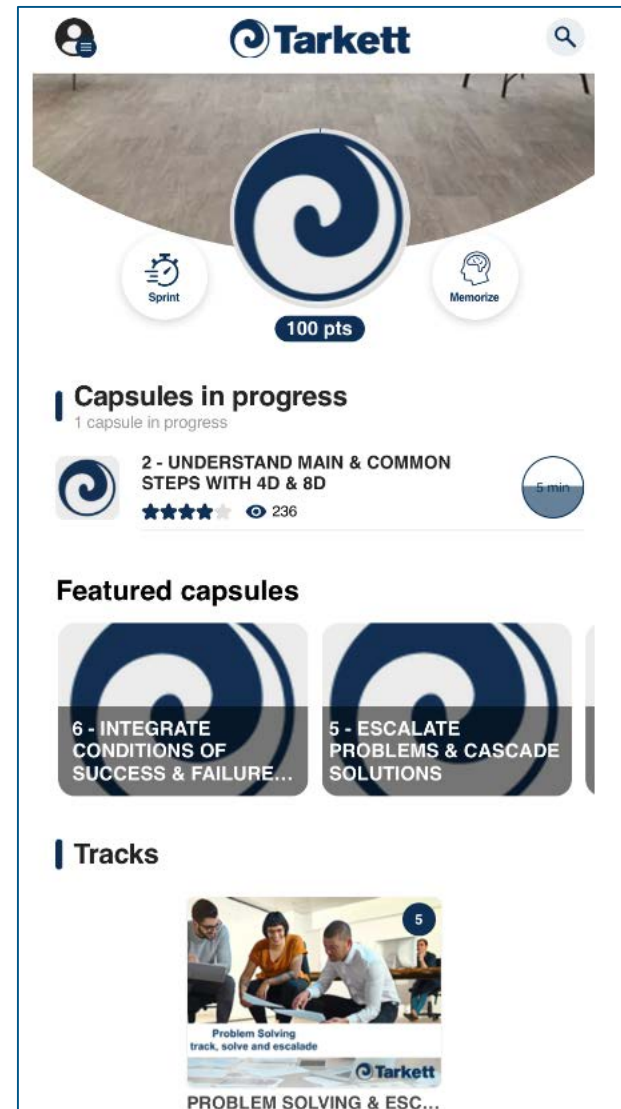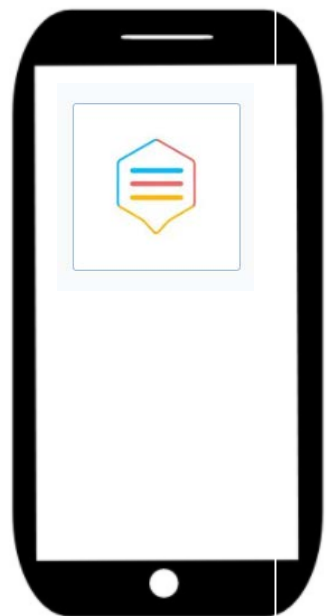
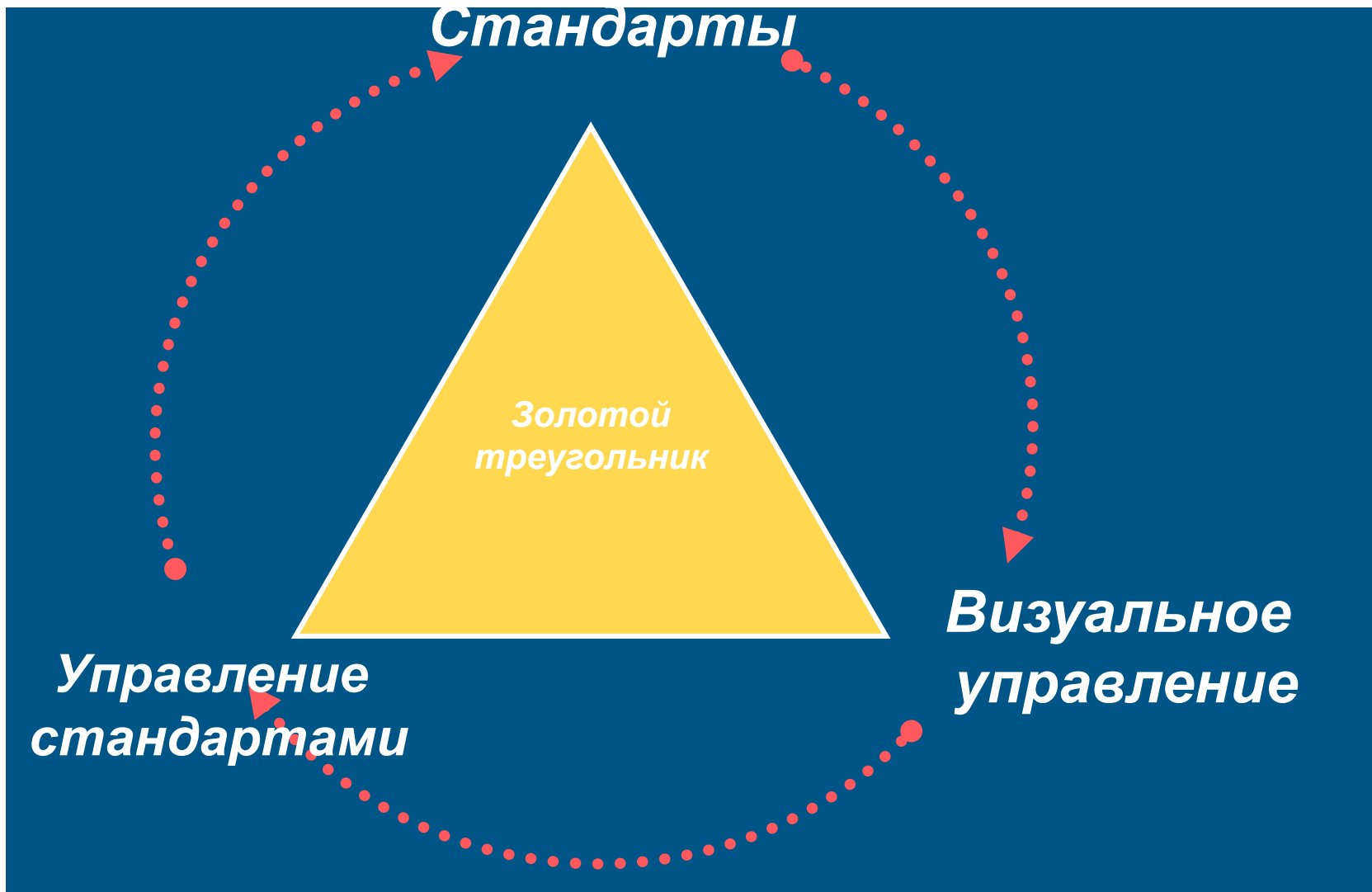**→Miss Delivery-RCA**

→7 Steps
- All other problems

→ 4D
- Simple problems

→ 8D
- All other problems

Clear escalation process from 4D to 8D

WCM упрощение | приложение для обучения

Визуальный стандарт управления

Стандарты

Золотой треугольник

Визуальное управление

Управление стандартами

Стандарты
Есть ли у нас правила?
Мы формализовали правила с пользователями и для пользователей?

Визуализация
Доступны ли правила?
Легко ли понять правила?

Управление стандартами
Проверяем, применяют ли люди правила?
Проверяем эффективность правил?
Люди обучаются правилам?
Мы исправляем или улучшаем правила?

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