



The Production Leap

An 18-month journey of change

The Production Leap offers businesses a development program of 18 months, a program that develops businesses' own intrinsic capabilities to improve their competitiveness. We apply Lean-based principles, but the departure point is always in the strengths and values of the enterprise. More than 150 companies have participated in the program to date, with clear and carefully evaluated results.

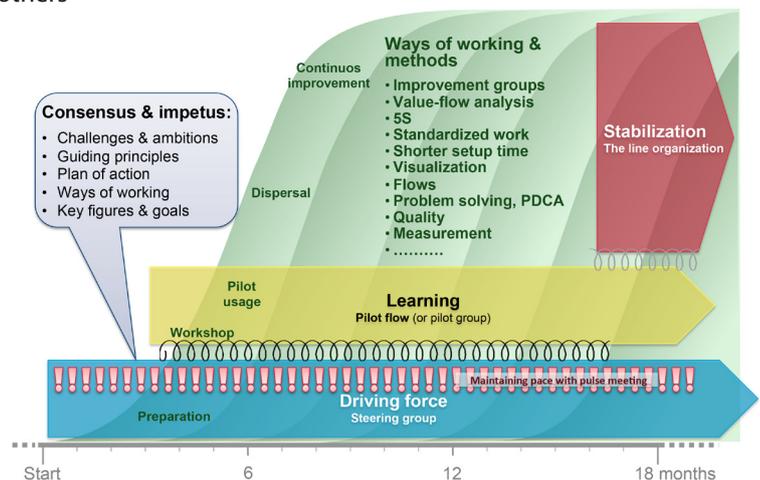
Most businesses are encountering increasingly demanding customers and harder competition with rising demands on faster and smaller deliveries. We recognize the challenges and know how they can be met – and have seen many businesses successfully manage the tougher conditions. How? By making sure that everyone is pulling in the same direction.

This is the focus in our method we call The Wave. Work is based on the following seven principles:

1. Help with self-help – We challenge and together build up competence and impetus
2. Long-term approach – Sustainable ability to make changes and improvements
3. Diversity is an asset – Respect for all, mutual understanding, participation and support in the organization
4. Openness and experience exchange – We share what we learn and learn from others
5. A common way of working – We know that we achieve results when we follow our method and we are continuously refining it
6. Learning by doing – Some theory, lots of practice and experimenting
7. Practice what we preach – We apply what we teach others

The Wave – How it works

For each company, we jointly appoint a manager and an assistant coach. All of our coaches have broad experience in work with change backed by solid support from experts within various specialty areas. They also have access to extensive educational materials and are well equipped to meet major and shifting challenges in customer environments. Maintaining a predetermined pace is critical and the coaches visit the client company each week during the first year, but make fewer visits towards the end of the 18-month period.



In an initial phase, we work with a steering group that the company creates. It should consist of management staff, union representatives, key people in work with change and others from different parts of the organization. With this group, a number of seminars are held with surveys, study visits, educational games, etc. – all for the purpose of creating a consensus



The Production Leap has been initiated by the IF Metall trade union and the Association of Swedish Engineering Industries, and is funded by Vinnova, the Swedish Agency for Economic and Regional Growth, the Knowledge Foundation and participating companies.





and impetus for continued work. Companies and individuals often live in the belief that there is already substantial consensus, but our experience shows that it is seldom at a sufficient level and not concrete enough to create the impetus that is necessary to effectively take on the most important challenges.

A few months into the project, concrete changes are initiated in the organization. The method is based on the company beginning on a small scale with a pilot project. The basic idea is to understand the changed ways of working and methods the company itself creates. This is accomplished with the do-it-yourself approach and seeing with your own eyes: experiment, reflect, learn, adjust, understand. The Production Leap's coaches help to introduce the new ways of working; first to the steering group and then concretely in the pilot group, where we support implementation, resolve problems and evaluate results and effects.

Once a new way of working is established and functions in the desired manner, it is rolled out to the rest of the organization. The method is based on the line organization having this responsibility, but with the support of the knowledge built up in the steering group and the lessons that everyone learns from the pilot group.

Basic training in Lean

The change managers in the company must have thorough understanding and appropriate knowledge. The Production Leap therefore includes a basic 7.5-credit university course in Lean production. It is important that those who attend the course have the appropriate position, authority and resources for them to implement the changes based on their knowledge. They should be members of the company's management group or the above-mentioned steering group, or have an alternative strong mandate to conduct work with change.

The company's costs

Costs for a number of those taking the course are subsidized at approximately 50 percent via the program by Vinnova (the Swedish government agency for innovation systems), for the purpose of further developing the Production Leap. The Production Leap has been developed based on the manufacturing industries' needs and capabilities, but other enterprises are also welcome to apply the same principles. The fee for participating companies is SEK 12,500 per month for 18 months, as well as a one-off fee of SEK 550 per employee. The fee for two participants in the course is additional, and amounts to SEK 18,000 per participant after subsidization through the Production Leap. This applies to medium-sized companies. For companies with fewer than 50 employees, there is a simplified model at a reduced rate, and for larger companies the one-off fee is limited to 250 employees and no subsidy is granted for participation in the course. More information is available at www.produktionslyftet.se.



It must be pointed out that the biggest cost for a company is in its own work. Half-hearted attempts at change will not succeed, while wholehearted efforts will produce a major return on investments. The company can break off its participation at any time with two months' notice.

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