



SUSTRAINY

Sustainable action Training for Youth



Co-funded by the
Erasmus+ Programme
of the European Union

SUSTRAINY PROJECT



PANORAMA OF SUSTAINABLE BUSINESSES PRACTICES

IMPLEMENTATION OF LEAN METHODOLOGY

The project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Implementation of LEAN methodology



Category – Key words	Food, Energy, LEAN management, Human Resources, CSR, communication, organisation culture, systems, teams, continuous training.
Who?	Importaco
Location	Beniparell, Spain
Years of implementation	2016 - ongoing
Website	https://importaco.com/es/inicio/



Abstract

Importaco is a company working as major provider of supermarkets in Spain, in 3 major areas: nuts, water and soft drinks and energy. As they work in a very competitive market, after 75 years of existence, they felt the need to improve their optimisation of resources to be able to maintain an objective of growth. They decided to implement a system of continuous improvement of processes, relying on staff involvement and participation.

Objective: Change the management methods and productive processes, to achieve higher participation of people to obtain an increased added value.

For this, the following process was implemented:

1. Training in LEAN manufacturing for all the managers of the company, peer learning activities
2. Communication of LEAN principles to the rest of the staff
3. Creation of GAPs "Grupos Autonomos de Personas" or Autonomous groups of people, small groups of people assigned with objectives that are aligned to those of the organisation
4. Set-up of indicators
5. Each "GAP" choose a spokesperson and review objectives and indicators, and propose actions; Each one is given the possibility to submit ideas for improvements
6. Daily meetings of the GAP for communication of results and review of ideas, decision takings for small actions.
7. Weekly meeting for larger scale decisions

The new management system was first implemented within Importaco Snacks as pilot, and when positive results were observed, this new system was implemented in the rest of segments of the company.

Concept Addressed

The main concept addressed by this project is the optimisation of Human Resources and taking the most out of each individual that is employed by the company thanks to a higher participation and involvement, as well as implementation of relevant training.

As a result, people feel more listened and involved in the company project. Higher degrees of satisfaction on the workplace were observed, and better communication and coordination among the company departments, in particular with logistics and quality.



Relevance

Economistas sin Fronteras understands that transparency and good governance are fundamental values. That is why the entity submits the annual accounts and the way they work to an independent external audit. For this, the NGDOs have a specific tool that self-regulates them: the Transparency and Good Governance Tool. EsF has obtained the seal of transparency and good governance from the Coordinator, which certifies that the NGDO has undergone the process correctly and, therefore, that the organization has a firm commitment to transparency and continuous improvement.

Tips to implement

The main added value of this action is:

- Detection of training needs and Continuous training of the working teams
- Increasing autonomy of workers
- Increased quality of products
- Reduced time for task execution
- Increased production
- Continuous improvement of working processes,
- Optimization of resources and use of digital tools to better the logistic work

Challenges to be able to apply and / or improve this type of action:

- Be ready for a deep change of mindset and mentalities
- Get everyone involved
- Once this kind of process is engaged, there is no going back

Bibliography

Video presentation of this project (in Spanish):
<https://www.youtube.com/watch?v=Yl3m9bV3bo4>

