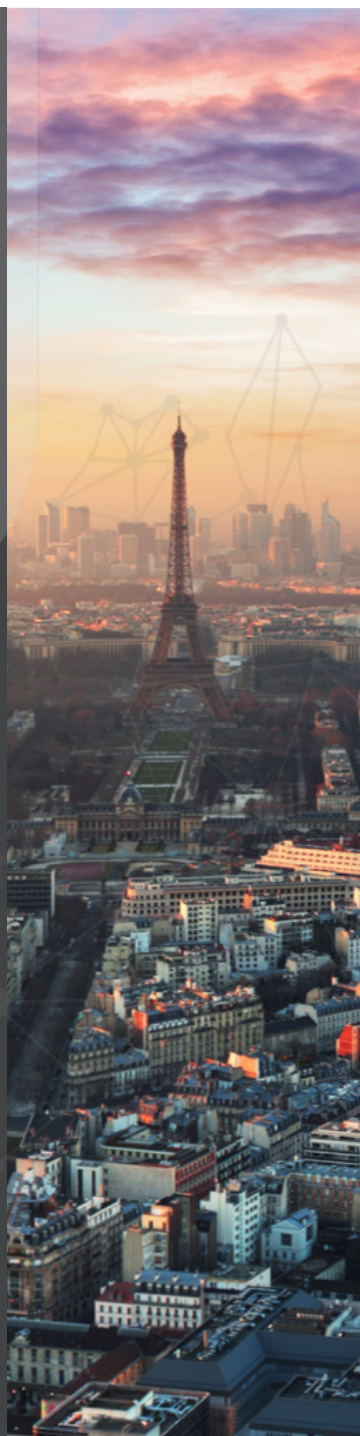


**DAY**

**1**



**17:30 • European Quality  
Leader**

**10' to convince – 2 finalists**

**Daniela Müller**

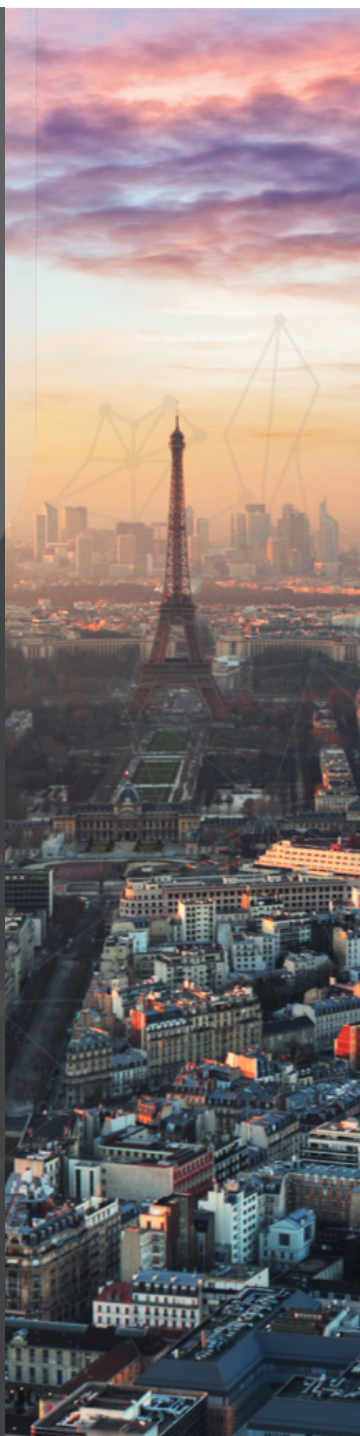
**Robin Roest**



EUROPEAN  
ORGANIZATION  
FOR  
QUALITY

DAY

1



**Daniela Müller**



EUROPEAN  
ORGANIZATION  
FOR  
QUALITY





Honeywell Internal

Daniela Müller  
22<sup>nd</sup> of June 2018

# LEAN MANAGEMENT

in Service Organization

**Honeywell**  
THE POWER OF CONNECTED

# Introduction - Honeywell Overview (2017)

NYSE: **HON** | ~1,300 sites | ~131,000 employees | **Morris Plains, N.J.** headquarters | **Fortune 100**



# Introduction - Honeywell Overview (2017)

## Aerospace



**\$14.8B**  
Sales

Our products are used on virtually every commercial and defense aircraft platform and in more than 100 million vehicles worldwide and include aircraft propulsion, cockpit systems, and satellite communications.

## Home and Building Technologies



**\$9.8B**  
Sales

Our products, software, and technologies are in more than 150 million homes and 10 million buildings worldwide, helping customers control their comfort, security, and energy use.

## Performance Materials and Technologies



**\$10.3B**  
Sales

We develop advanced materials, process technologies, automation solutions, and industrial software that are revolutionizing industries around the world.

## Safety and Productivity Solutions



**\$5.6B**  
Sales

We improve enterprise performance and worker safety and productivity with our scanning and mobile computers, software, warehouse automation solutions, and personal protective equipment.



# Introduction - Honeywell Europe - Austria

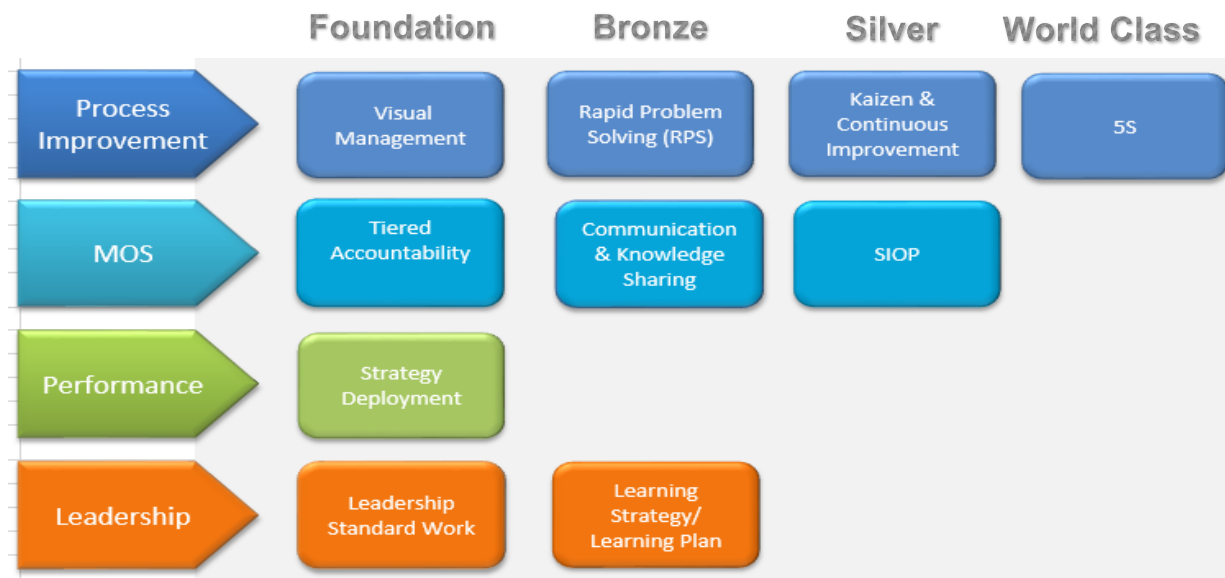
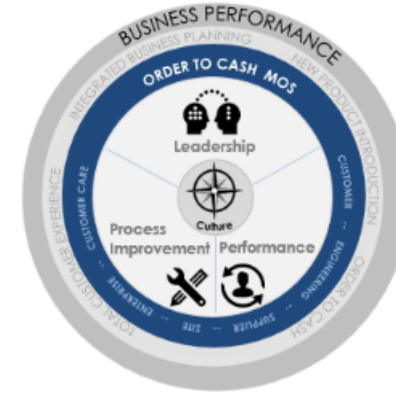
AFRICA	<b>AUSTRIA</b> Deutsch	AZERBAIJAN Русский	BELARUS Русский	BELGIUM Français   Nederlands
ASIA PACIFIC				
EUROPE				
LATIN AMERICA	BULGARIA Български	CZECH REPUBLIC English	FINLAND Suomalainen	FRANCE Français
MIDDLE EAST				
NORTH AMERICA	GERMANY Deutsch	HUNGARY Magyar	KAZAKHISTAN Русский	NORWAY Norsk
	ROMANIA English	RUSSIA Русский	SLOVAKIA Slovenčina	SWITZERLAND Français
	TURKEY Türkçe	UNITED KINGDOM English	UKRAINE Русский	UZBEKISTAN Русский



- since 1956 in Austria
- 6 locations
- ~ 130 employees (HBS, 2018)
- Sales:
  - ~ \$32 Million (HBS, 2017)

# Honeywell Operating System HOS

- HOS covers Processes, Management Operating System (MOS), Performance and Leadership
- It defines how we work, lead, think and act to sustain results and improve
- It connects business imperatives
- It enables cross-functional alignment and consistency across all levels of the organization
- It reinforces a problem solving and continuous improvement mindset



# Waste Identification - HOS and ISO harmonisation

- No Over Processing
- Reduce double work



*Duplicate or redundant operations, performing wasteful steps that are not required. Often because "we always do it this way."*

HOS World Class Element	ISO 9001:2015 requirement
1 Leadership	5 Leadership
2 Learning Strategy	7 Support
3 Employee Relations	5 Leadership 7 Support
4 Communications Strategy	4 Context of the organization 5 Leadership 7 Support
5 Strategy Deployment	5 Leadership 6 Planning
6 Future Organization	4 Context of the organization 6 Planning 9 Performance Evaluation
7 HSE Integration	covered ISO 45001
8 Performance to Metrics	9 Performance Evaluation
9 Kaizen / CIP	10 Improvement
10 Knowledge Sharing	7 Support
11 Leadership Standardized Work	5 Leadership 8 Operation
12 Leadership Coaching	5 Leadership 7 Support
13 5S	7 Support 10 Improvement
14 Visual Management	7 Support 10 Improvement
15 Rapid Problem Solving	8 Operation 10 Improvement
16 Standardized Work Instructions	8 Operation 10 Improvement
17 Built in Quality	8 Operation 9 Performance Evaluation 10 Improvement



**Dilbert**





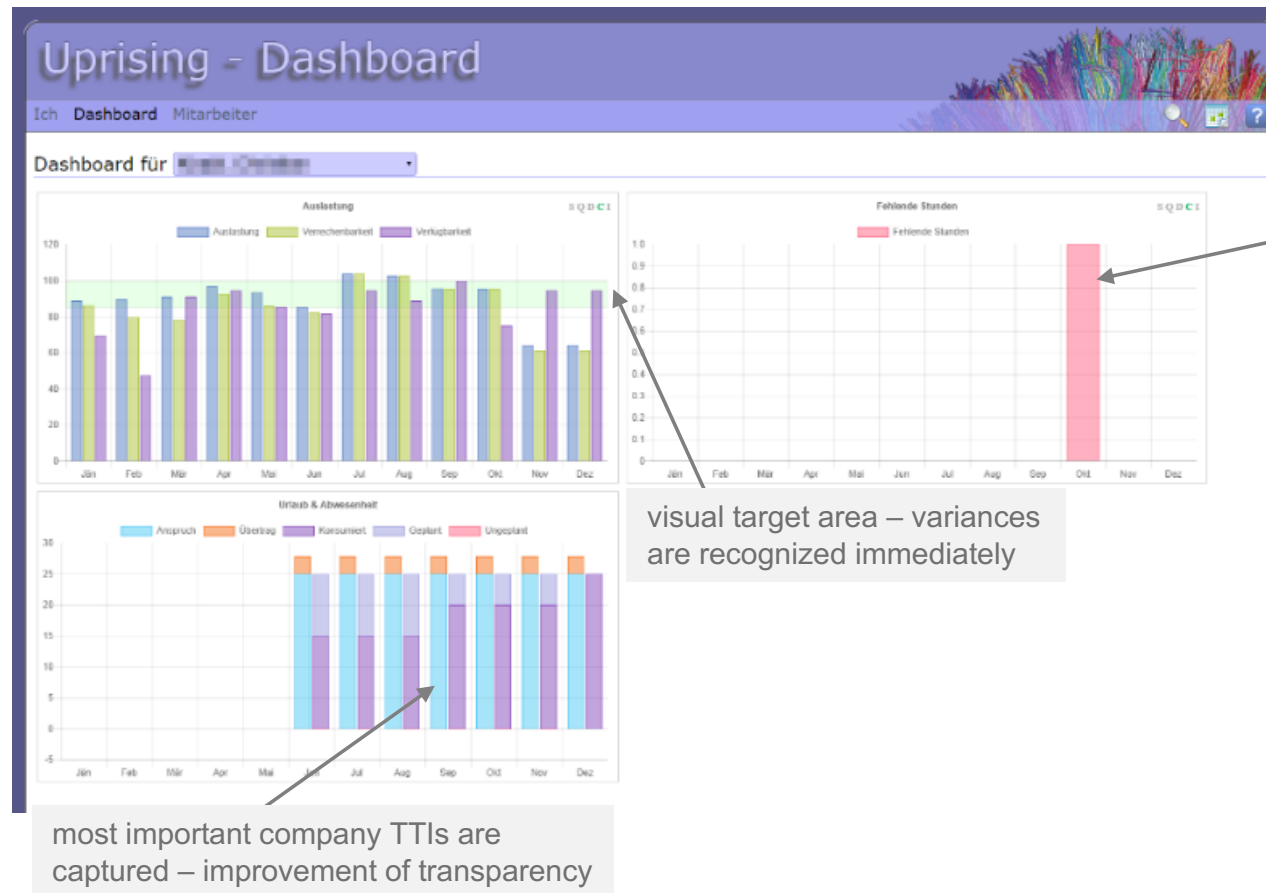
# Waste Identification - Interfaces

- Nearly 100 issues to solve at interfaces to
  - increase productivity
  - Improve communication
  - improve follow-ups and action tracking based on a fully integrated plan-do-check-act cycle
  - create a new mindset. Lead as a role model.
  - avoid deviation and to optimize work flow
  - reduce escalations
  - increase employee satisfaction. Reduce stress and improve work-life balance

TRANSPORT	INVENTORY	MOTION	WAITING
			
Unnecessarily moving things, equipment, parts, tools and materials from one location to another.	Making more than customer demand, building up unnecessary stocks.	Unnecessary movement; people walking to get things which should be located closer to the point-of-use.	Delays between operations because parts are missing. Stopped work: waiting for parts, machines, or people.
OVER PRODUCTION	OVER PROCESSING	DEFECTS	SKILLS
			
Making too much or too many. Completing a task before it is needed. Making products that the customer hasn't ordered.	Duplicate or redundant operations, performing wasteful steps that are not required. Often because "we always do it this way."	Failing to produce a quality part the first time generating rework or scrap. Not delivering the product or service "right the first time."	Failing to use skills and capabilities of the workforce. Not listening to people, using their knowledge or learning from past mistakes/issues.

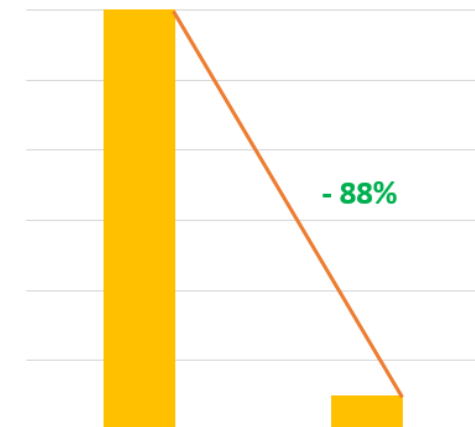
#	Priorität					
Schnittstelle	1	2-	2	2+	3	
Backoffice	6		4	2		12
Contract Management			1	1		2
Energy	1					1
Finance			1			1
HSE					1	1
IT	3					3
Projects	7	1	2		2	12
Sales	10	3	5	5		23
Service	14		1	6		21
Supply	13		4	3	1	21
	54	4	18	17	4	97

# Increase of efficiency - digital visual management board



Focus on the red ones – to alarm the leader for deeper analysis and rapid problem solving

Time spent to prepare Tier 1 Meeting



## Take aways

- Customer Cares
  - fast, correct, highly productive and efficient
  - Mindset change
  - win new customers and serve them forever
  - satisfy existing customers and keep them forever
- Waste Identification
  - is the difference to grow even in economic stagnation times
  - One solution: right, effective tools
  - Second solution: minimize problems at the interfaces
- Create a lean culture and lean thinking across the organisation to sustain achievements.





**Thank you very much  
for your attention**