

Sustainability of Lean

The company is:

- Nolato Meditech
- Tetra Pak Packaging Solutions
- Gambro Lundia, Manufacturing Monitors
- DeLaval International AB
- Emballator Lagan Plast
- Autoliv Sverige
- AstraZeneca, Turbuhaler

Information about the questioned

1. **Gender:** Male Female
2. **How old are you?**
 - 18-25
 - 26-35
 - 36-45
 - 45-65
3. **Level of studies:**
 - High School
 - Bachelor
 - Master
 - Doctorate
 - Other. Please specify it:
4. **Years working in the organization:**
5. **Please tell us about your job. What are you doing in the company?**
6. **How many years have you been working in your actual job position?**

Introductory Questions

7. **How would you describe the product mix for your most important product line of your business? Please tick one.**
 - High volume/high mix
 - High volume/low mix
 - Low volume/high mix
 - Low volume/low mix
8. **What is Lean for you?**
9. **How did you company start implementing Lean?
How did Lean journey start?**
10. **What tools or techniques did you start with?**
11. **What were the first introduced changes?**

12. Which role did you have in the Lean implementation work?

13. Did the company count on external consultants or internal experts/Lean coordinators in lean who helped to introduce it correctly in the organization?

Internal: Yes No

In affirmative case, how many and what was their role?

External: Yes No

In affirmative case, how many and what was their role?

14. What were the first results seen of implementing Lean? How much time did it take to see them?

15. What barriers appeared when your company started implementing Lean?

16. How did Lean influence working conditions? What were positive and negative changes for the employees?

Strategy and alignment

17. What are the goals of your company today?

18. What is the strategy of the organization to achieve your goals?

19. How did you communicate the strategy to the workers?

20. What did you do to make all the workers share this same purpose or goal?

21. What is the main improvement pursued in the organization? What is its desired percentage per year? Have you always reached it?

22. What do you want to achieve in the future?

Continuous improvement

23. How is your company's improvement work organized?

How does your company work with improvements in the daily work? (*Regular meetings, visualization, improvement boards, following up, responsibility for improvements*)

24. How are improvement teams organized?

25. What areas are prioritized in improvement?

26. How is daily improvement work aligned towards strategic objectives?

27. Are there situations where improvement work is prioritized down / away?

28. How do you follow up improvements? What methods or tools do you use to control the continuous improvement?

29. How do you award employees for improvement work?

30. What is better to reward, individual or teams? How do you award employees and how do you decide it?

31. How do you develop employees individually and in groups? What are the development opportunities for the employees at shop floor?

Daily management

32. How do you communicate daily with employees?

Do you have stand up meetings? White boards meetings?

What is discussed in those meetings?

How are employees involved in those meetings?

33. What are the most important performance indicators you follow daily?

34. How do you visualize the performance indicators? Who can see them?

Partners: Customers, Stakeholders and suppliers

35. How do you involve your customers in your organization?

36. How did dominant stakeholders influence the implementation of lean?

37. How did you and do you involve your stakeholders in Lean implementation?

38. How did Lean influence the relationship with your suppliers? How did you and do you work or cooperate with them?

Success factors

39. What do you think it is important to succeed with Lean?

What are the success factors?

What factors do you consider essential to the sustain Lean in long term?

40. In your opinion, what could have made the difference between your company and the others that did not succeed with their Lean implementation?

41. How were the most important improvement you achieved with Lean?