



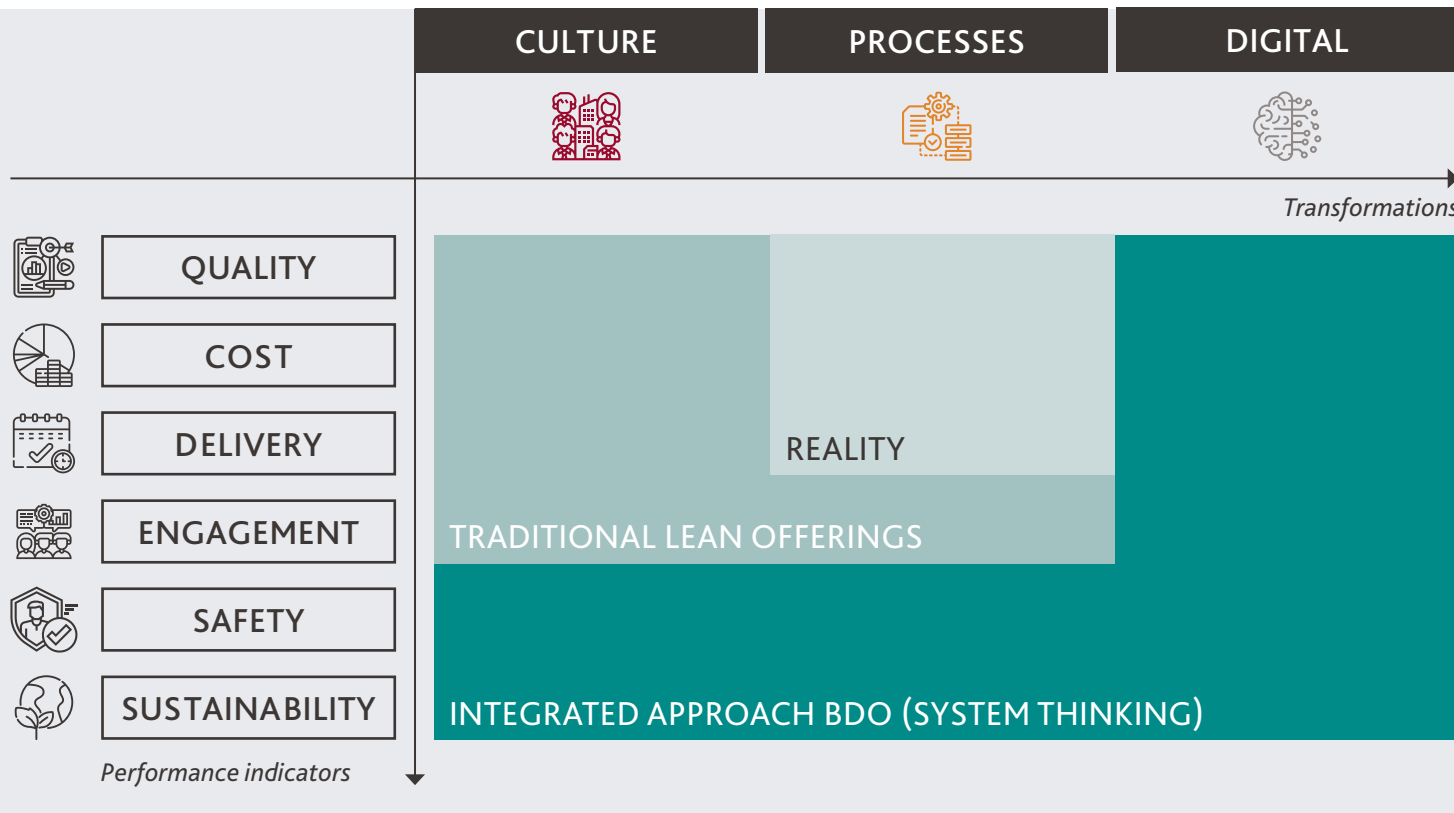
BDO BELGIUM

CENTRE OF EXCELLENCE



CENTRE OF EXCELLENCE @ BDO

A HOLISTIC APPROACH



BDO approaches 'Centre of Excellence' as making our customers fit for purpose, fit for future by supporting them through three transformations:

- ▶ Reducing complexity and waste in processes
- ▶ Making sure your culture makes use of the collective intelligence and continuous improvement mindset
- ▶ Being supported with the optimal digital/innovative solutions

Leading to positive results in six performance categories:

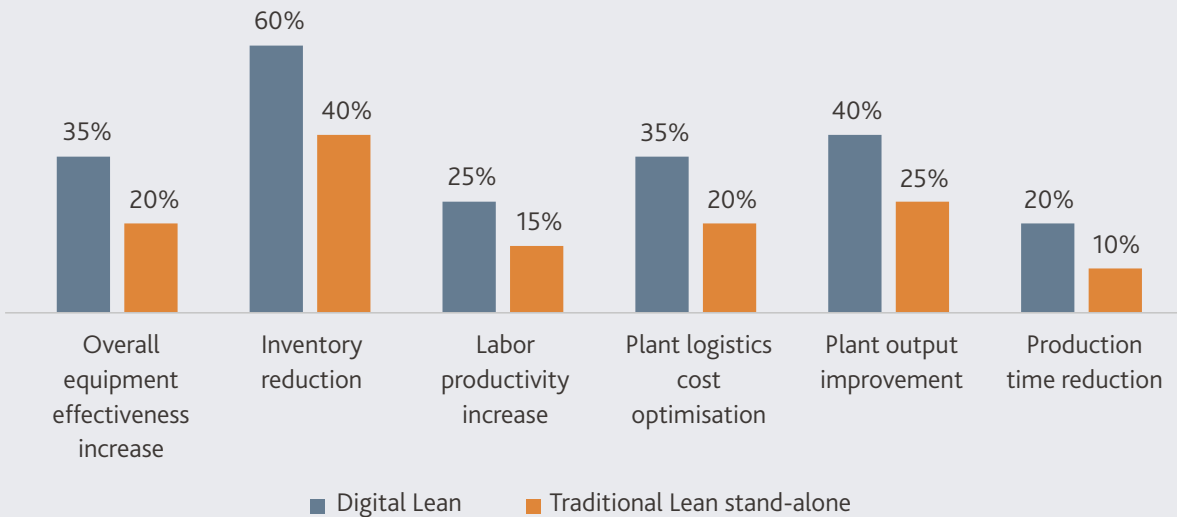
- ▶ consistent quality
- ▶ competitive cost
- ▶ on time delivery
- ▶ high employee engagement
- ▶ uncompromising safety
- ▶ applying sustainable practises

CHALLENGES CONTRACT LOGISTICS



55% of global Logistics professionals claim that they have implemented lean management principles within the supply chain as of 2017.

A digital Lean approach can double the savings of traditional Lean efforts



Together, digital and Lean implementation may reduce costs up to 30% vs 15% for traditional Lean practices.

Notes: Bain analysis based on casework in several industries, including Logistics & Transport.

OUR FIVE-STEP TRANSITION PROGRAM

USING A SHOULDER TO SHOULDER APPROACH



1. Execute a **quick scan** of the organisation, using an integrated approach

2. Align the vision during a **strategic debate** with the management team, including stakeholder analysis

3. Plan in collaboration with the team a tailor-made **action plan**, based on the **maturity roadmap** to realise the vision

4. Hands-on implementation:
 ▶ **Academy:** Preparing the organisation for the implementation (min. level)
 ▶ **Implement:** roadmap roll-out

5. Define a **sustainable model** for maintaining and monitoring the performance

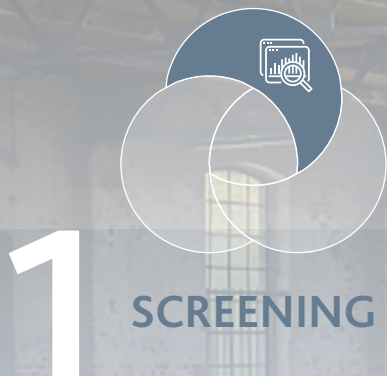
COE TOOLBOX



FOUNDATION	BRONZE	SILVER	GOLD
Basic operating model in place to guarantee consistent operations to improve upon	Direct benefit (quick wins), visible results, focused on culture shift organisation	More complex implementation of lean tools	High impact – High effort implementation with a focus on innovation
Company Values/Strategy	Customer Review meetings	Hoshin Kanri (I)	Customer exp. Strategy (E)
Basic Org chart (R&R)	WHITE BELTS (just-do-its)	YELLOW BELT projects	GREEN BELTS projects
Communication mngt	LEAN Training mngt	Ind. Development plans	Process control board
SLA (incl customer KPI's)	Performance mngt	Hancho (TWI)	Improvement opportunities
SQCDMS KPI's (internal)	SQDPS root cause analysis	SAFETY WALKS	Standard work (JI, TWI)
Mapping processes	5S	Impact/ESG report	SDG/ESG Program
Productivity targets	Daily Stand-ups (SQCDMS)	Process status boards	Cybersecurity
WHS Layout (H, S, L/UL)	WOP, Work instructions	Waste Walks – Supply Pain	AUTOMATISATION (AGV, RPA)
Safety Toolkit	Capacity planning (incl. DPM)	LT Capacity planning	DATA ANALYTICS: mining
WMS/TMS	SQCDMS Reporting	Real-time Dashboard	AI: Predictive analysis

OUR SAGA

DIFFERENT LEVELS OF SUPPORT POSSIBLE BY BDO



Executing a scan on organisational, operational and digital level using a holistic approach.



Align the vision during strategic debate with your management team. Design in collaboration a tailor-made maturity roadmap to reach the vision and a detailed action plan for the first phase.



Assist via a shoulder to shoulder approach in the implementation phase, where BDO can support in different roles such as domain or industry expert, programme/project manager or lean implementor.



Set up a Certified Belt Training, a Lean boot camp, and/or a Management training with our BDO Academy.



Interested?

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