



Lean/Green Business Offer & Competitiveness Benchmark.



Programmes in partnership with Enterprise Ireland.

IDA Ireland, in partnership with Enterprise Ireland is providing a Lean/Green Business Offer to our client companies. IDA is keen to support its client companies to develop their operations in Ireland and to introduce good environment management practices. This business offer is designed to encourage clients to adopt Lean business principles to increase performance and competitiveness that will help sustain and grow their Irish operations.

Lean tools and techniques are helping companies across the globe to address competitiveness issues. These tools build the capability to identify problems and take an innovative approach to improvements in operations and services as well as understand the importance of building environmental best practices into the workplace.

The Lean/Green Business Offer has been developed for companies engaged in both manufacturing and services activities.

LeanStart | Focus on Value

A short in-company assignment of up to 7 days with an external business development consultant, to introduce Lean principles, environmental best practices, agile processes including the completion of a specific cost reduction project. Assignments typically extend over typically 8 weeks.

LeanPlus | Performance Improvement

A medium-scale business process improvement project with an external business development consultant, which will result in sustained use by the company of Lean techniques and related methodologies and will achieve significant measurable gains in company capabilities and competitiveness. Assignments will generally take up to 6 months to complete.

LeanTransform | Business Transformation

An extensive, holistic company transformation programme with an external consultancy team of international reputation. It will embed the culture and competences necessary for on-going competitiveness gains, sustainable continuous improvement and business transformation across the business and its supply chain. Assignments will typically take at least 18 months to complete. The assignment is preceded by a Competitiveness Benchmark exercise.

Implementation

The Lean/Green Business Offer will commence with a diagnostic audit of current practice and performance including the first steps to green competitiveness. Key performance indicators will be established to achieve targeted business improvement measures based on a set of Lean tools and methodologies tailored to suit each client's situation.

Benefits

The Lean /Green Business Offer will help to:

- Achieve savings and improvements in capability and capacity to increase company competitiveness.
- Secure support from IDA to further develop international standards and world class operations in Ireland.
- Identify Green issues and potential improvement areas.

Cost / Funding

The Lean/Green Business Offer will be available to all IDA Ireland clients subject to eligibility as determined by IDA Ireland. Funding from IDA to the company will depend on a number of factors, such as its size and stage of development and the existing capability in Lean/ Green practice.

Competitiveness Benchmark, measuring company competitiveness



A Competitiveness Benchmark will:

- Measure a company's performance compared to its competition
- Identify strengths and weaknesses of the company
- Be a springboard for improving competitiveness & growing the business

Goal:

To improve a company's competitive position and help target business areas for further improvement, in order to deliver best in class products or services.

Benefits for the Company:

- it measures a company against its local and international competition.
- it relates practices in place to company performance and rates it against competition.
- it shows how a company compares on profitability, sales, productivity, relationships with customers and suppliers, staff, innovation, investment in the future and manufacturing and service processes.

How is it carried out?

It is a three stage process, with the assistance of a trained facilitator:-

1. Filling out the numerical data in the Winning Measures questionnaire.
2. Answering the multi-choice questions in the Probe & Marketing questionnaires.
3. Reviewing the feedback report.

What are the outcomes?

The feedback report establishes the company's competitiveness against international standards/companies.

It includes a summary of the company's strengths and weaknesses under six business areas.

1. Strategy and Productivity
2. Finance
3. Marketing
4. Operations
5. Innovation
6. Human Resources

Company Commitment/Cost

The time commitment required by the company is as follows:

- The company gathers the quantitative (mainly financial) inputs (2hrs).
- 3 hours facilitation process with a cross section of the employees (managers & staff, usually 3-5 people) to make the qualitative inputs with a trained facilitator.
- The feedback will take 1.5 hours and will include a discussion on - Where to from here and how best to address the weaknesses and achieve the goal of improved performance?
- The total fee paid directly to the facilitator on receipt of a final profile is €1800.

Summary of Lean/Green Business Offer

	Key outcomes	Eligible cost elements	Client Project cost	IDA Ireland support
Lean-Start	Cost reduction targets achieved. 'Lean' approach successfully piloted. Foundation for further Lean or productivity project. Introduction of first steps to green competitiveness.	'Lean' consultancy fees at €900 per day	€6300	€5000
Lean-Plus	Significant productivity improvement targets achieved. Embedding of business improvement culture and Lean techniques; cohort of trained staff. Programme to pursue company-wide improvement.	'Lean' (& specialist) training fees at max. €900 per day Cost of company 'Lean project champion', up to 50% of the total project cost.	Up to €60k	Up to €30k
Lean Transform	Company-wide transformation in culture and performance. Business improvement and productivity targets achieved, and sustainable continuous improvement programme established, across the business and its supply chain.	Training fees (at max. €900 per day), training costs, company staff costs and other costs.	Project cost typically over €100k	Decision on support level's based on: <ul style="list-style-type: none"> • Quality of the application • Need for financial support for the project • Potential employment, sales growth and productivity gains. • Independent assessment of the viability of the project.

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For further information contact

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