



SILEMA is a family-owned company, based in Barcelona.

Pioneer in the lean manufacture of bakery, pastry and catering service.

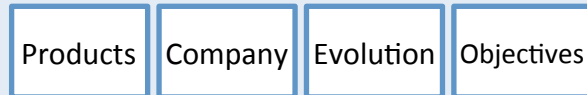
Present in the market since 1999.



# Agenda

## A3 · lean in 365

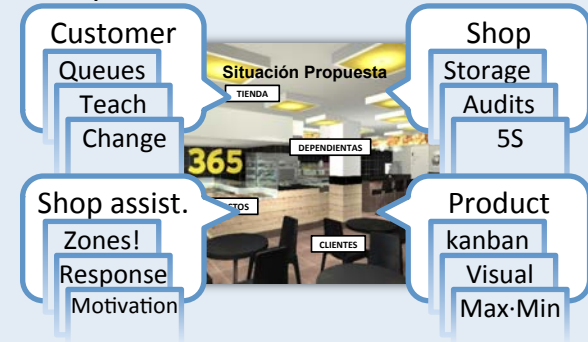
### 1. Background & Objectives



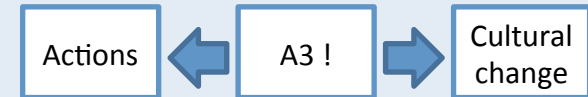
### 2. Initial Situation



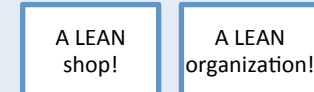
### 3. Proposed Situation



### 4. Plan



### 5. Follow-up



+ Q&A





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**O**nce  
upon  
a  
time...

*There was a little city,  
known as Barcelona,  
where  
a couple start a  
bakery at Montjuïc  
Street.*

*And our story  
began...*



# Our place...



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# Our products...



Bakery



Catering



Cakes



Pastry & Coffee



Food





# Our Factory "obrador" ...

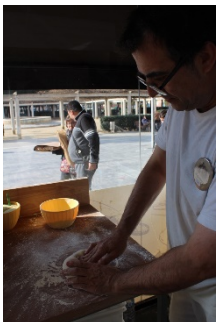


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# Our Shop...



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# Our People...



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*“Anyone can shop at our bakeries everyday, independently on the need, ‘cause the VA is so close to the price”*

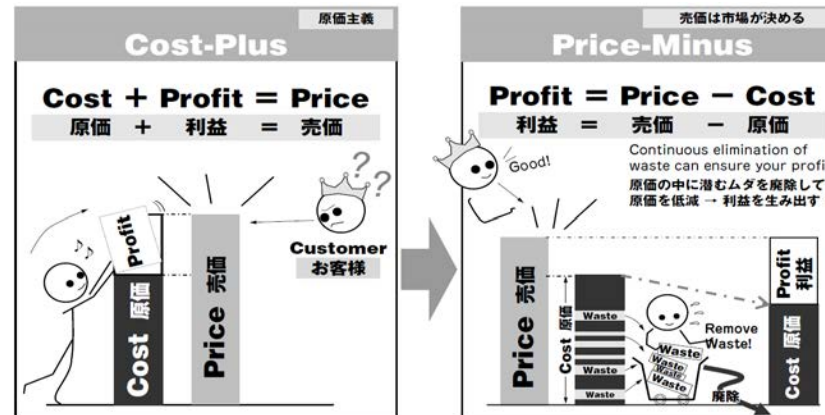
## Objectives

Great prices & quality	←	Great processes
Create Value	←	Run PDCA experiments
Improve Service	←	Improve processes
Customer acceptance	←	Great growth

Bellvitge



Tourism





## Personal History

### Juan Antonio Tena (founder)

- 70's. Childhood: Bar España, serving coffee, waiting tables, helping in kitchen.
- 90's. First business: Bakery. Then two... Seven!
- 95-97. But failure... To bankruptcy.
- Reflection and not afraid of trying new things and making mistakes. But put the heart... is not enough.
  
- 2000's. Start from scratch, with Emi, a very good shop assistant.





## History

- 2000. First bakery. Struggling. Read every management book.
- 2003. Three bakeries. idea to start making coffee in the last one that had opened.
- In 2003. Read *Lean Management: Volver a Empezar* by Lluís Cuatrecasas.
- Not everything would be solved... but there is “something more”: lean thinking.
- 2005...



# Factory 2005...



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## History...



- Still not confident enough we that could do it, but curiosity was now alive and actively pushing to learn more.
- 2005. Nine shops!!!!
- Old factory shrinks → Need a bigggggggger one:

## the pharaonic project.

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We need more space!



We need more mach!



## History...

- 2005. Holidays! Meet LT in the airport...
- ... and keep thinking that the big investment to expand the production area was unnecessary (not to mention, a reckless choice), when there was so much for us to improve in the factory.

→ **STOP the piramids!**

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# Pharaonic project...



\*stop!

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# STOP!



## *Starting with experiments...*



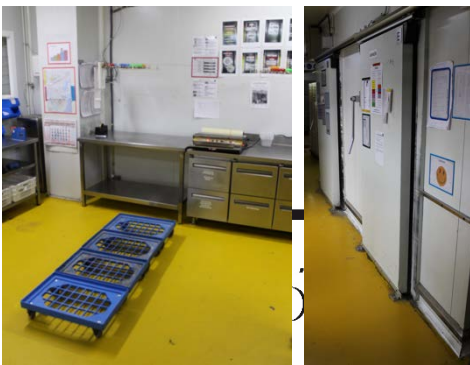
- “the bakers” goes to class... lean workshops
- ... And run experiments:
  - Bollería area (pastry, croissants...)
    - “I want to try something new, guys. I want us to produce only the bollería we need for tomorrow, and nothing else.” Go hard or go home, right?
    - → breaking our batch mentality!
  - More experiments
    - ...
- 2009. 33 shops





## The “new” factory...

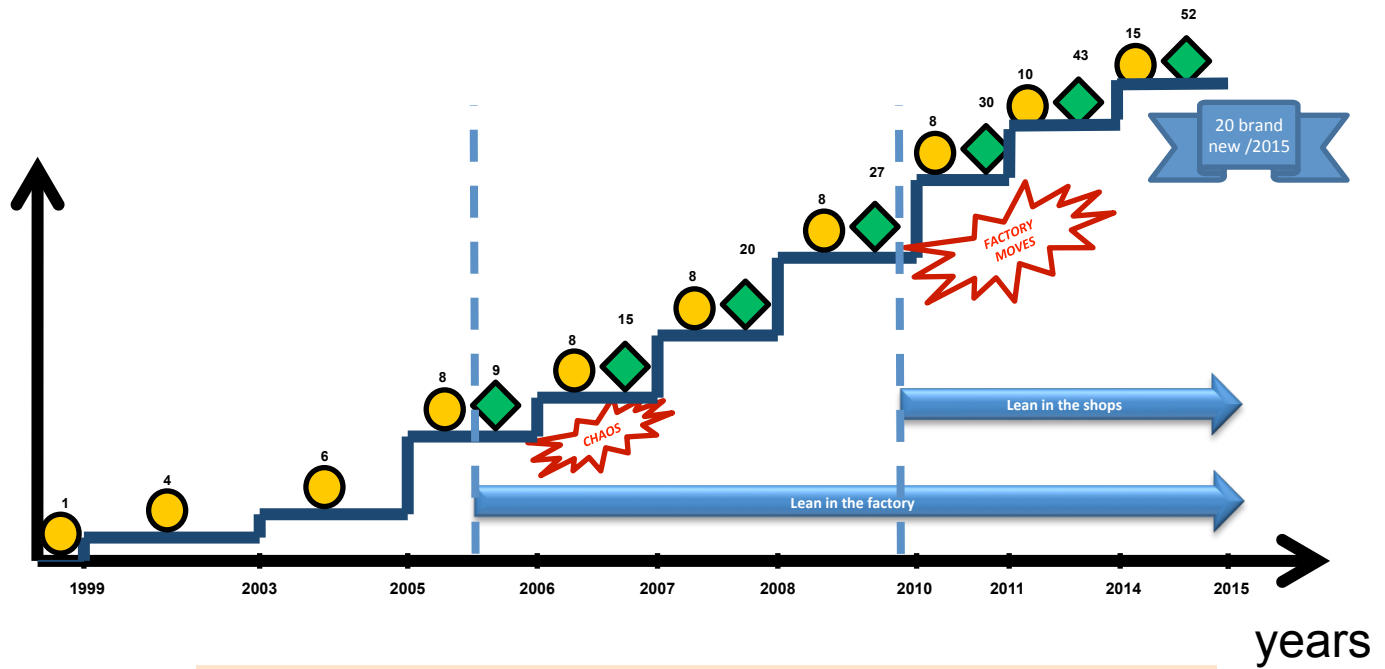
- 2009: Finally! A new factory.
- And location was... triangular!
- ... Since then lean brought us one of the most extraordinary and radical changes we have witnessed in a business.



You can learn more about how this factory works at:  
[planet-lean.com](http://planet-lean.com) (search 365)



# Evolution...



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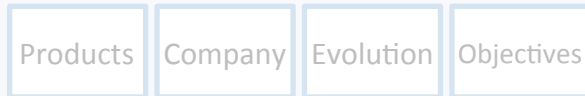
Start	<b>1999</b>	(1 shop)		<b>2016</b>	(17+63 shops)
	<b>5</b>	workers	➔	<b>243</b>	workers
	<b>20</b>	Products		<b>317</b>	Products



# Agenda...

## A3 · lean in 365

### 1. Background & Objectives



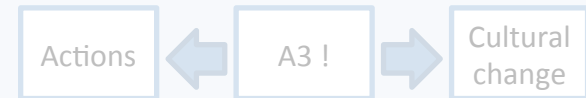
### 2. Initial Situation



### 3. Proposed Situation



### 4. Plan



### 5. Follow-up



+ Q&A



# 2010... in the shops...



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## Why? Why!?



- In the factory... we are seeing Lean from a long time ago, but...
- And (well, it's true) we need some stabilization...
  - Stabilize the situation
  - Grow up... but with quality of life
  - Control the business
  - Product quality
  - Working without stress and in a timely manner?

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# Objectives...



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## Simulation...

... Back to shops in 2009





# Initial Situation...

**SHOP**

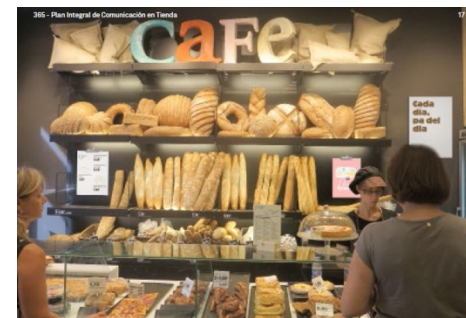


**SHOP ASSISTANT**



**CUSTOMERS**

**PRODUCTS**



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# Initial Situation...

Waiting

Queues



CUSTOMERS

Anger

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Initial Situation...

SHOP



Big stock

Disorder



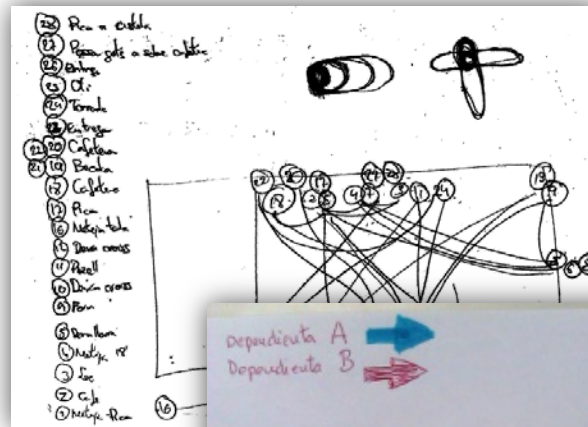
Unfinished tasks

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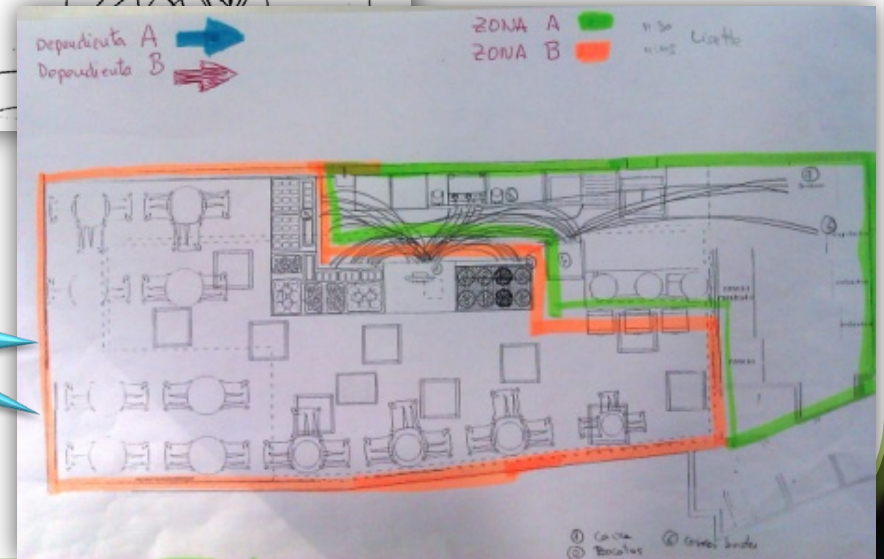


# Initial Situation...

SHOP ASSISTANT



Spaghetti flow, Collisions, Movements

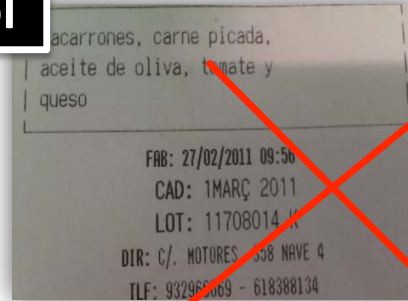


**CHAOS**

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# Initial Situation...

**No Control**



**No FIFO**



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**PRODUCTS**

# Agenda...

## A3 · lean in 365

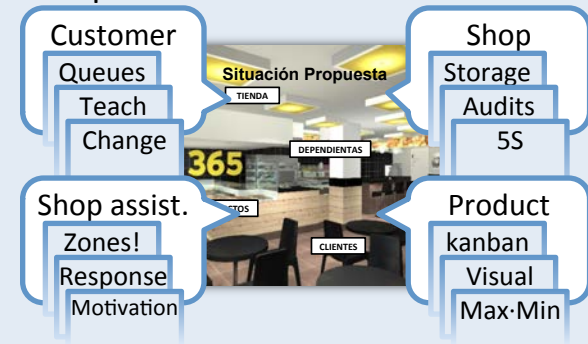
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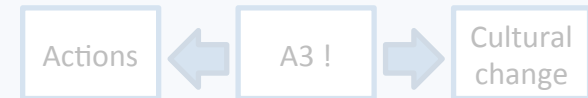
### 2. Initial Situation



### 3. Proposed Situation



### 4. Plan



### 5. Follow-up



+ Q&A



## Proposed situation...

... you can see the shop live in the breakout!





# Agenda...


**A3 · lean in 365**

### 1. Background & Objectives

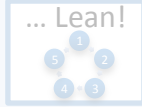
Products
Company
Evolution
Objectives

### 2. Initial Situation


In our shop



... Lean!




Situación actual



### 3. Proposed Situation

Situación Propuesta



### 4. Plan

Actions ← A3 ! → Cultural change

### 5. Follow-up

A LEAN shop!

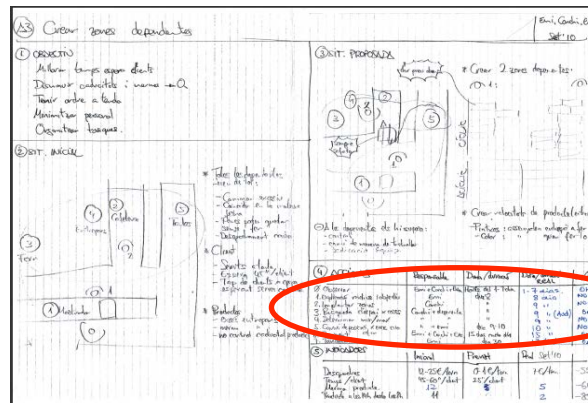
A LEAN organization!



+ Q&A



# Actions...



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4 ACTIONS				
COUNTERMEASURE	Owner	LT	Real LT	According to plan
0. Observation	Emi/Conxi/Eva	1 to 7 d	1-7 d	😊
1. Explain motivation & objectives	Emi	Day 8	8° d	😊
2. Create zone std	Conxi	"	15° d	😞
3. 5S	Conxi+ shop assistant	"	9° d	😞
4. Calculate min/max	Conxi+ shop assistant	"	9° d	😞
5. Change position	Conxi+ emi	Day 9-10	10° d	😊
6 Follow-up- observation	Emi/Conxi/Eva	Every day, during 15d	15 d	😊
7. Close	Emi	Day 30	D 65	😞





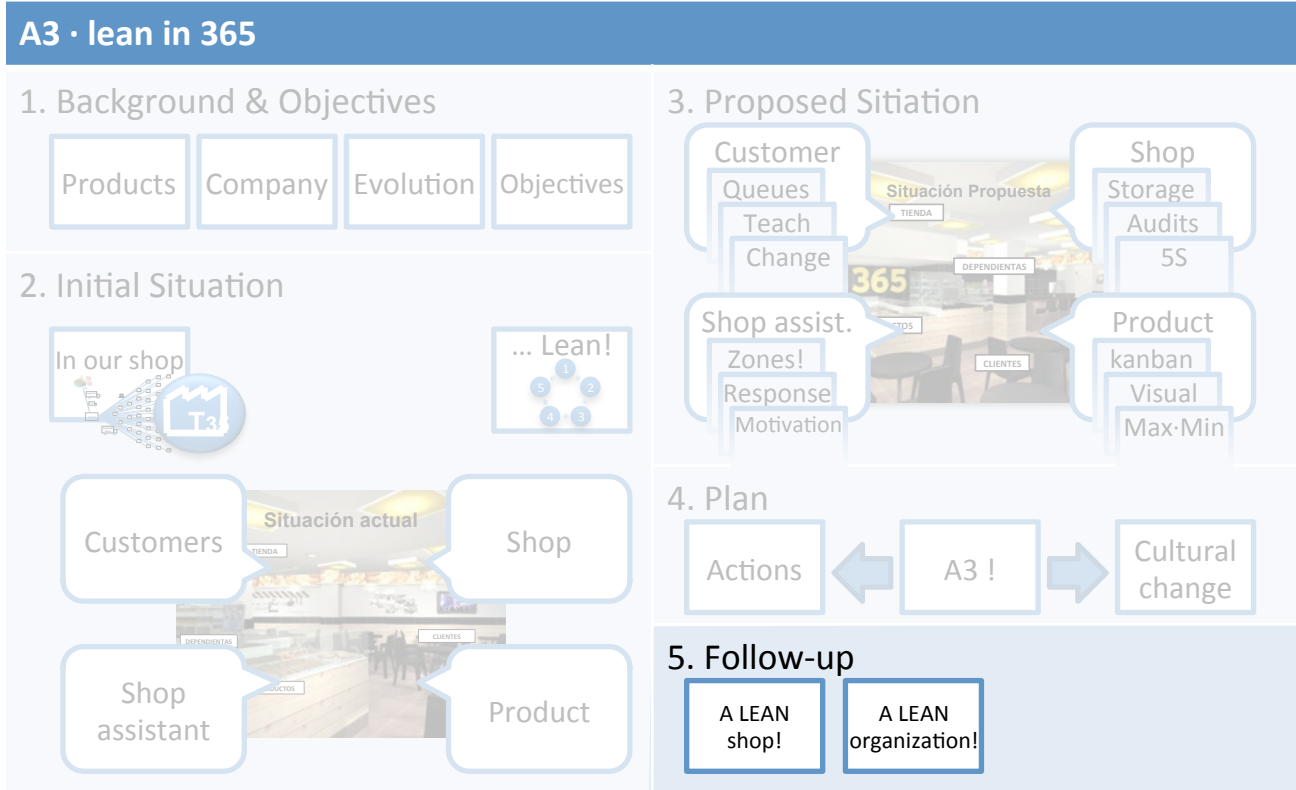
## Cultural Change...

- Learn to:  
*observe*      *play*  
*think*        *communicate*
- Not be absorbed
- Understand the situation
- Monitoring and perseverance
- Security in the methodology

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# Agenda...



+ Q&A





# Indicators

Now, we have the control of the shop, not the shop controlling us

INDICATORS	INITIAL (sept)	PROPOSAL	REAL (oct)	%	1°	REAL (feb +1yr)	%	2°
money differences	12-25 €/ shift	0-1 €/shift	7 €/ shift	-72%	☹️	Cents/shift	98%	😊
Time/Customer	200"/customer	25"/cust	25"/cust	87,5%	😊	25"/cust	87,5%	😊
Trashed sandwich	24/day	0/day	day	-79%	☹️	day	100%	😊
Product counter stucked	11 references	0	2 ref.	-80%	☹️	0 refs	100%	😊

- What a Lean shop have?



Some results

From 3 to 2



## Reflections...

- We know we are not perfect and the gears often screech, but we must also recognize that we are probably more prepared for whatever comes our way than we think.
- The methodology doesn't give us answers, but it provides us with the tools we need to get to those answers ourselves.
- After observing large enterprises and multinationals for years and seeing they had their own systems, management structure, and ways of doing things, we didn't understand why a small organization couldn't have the same.
- Restlessness is completely gone
- Isn't there *always* a better way of doing things?



# The Gemba...

The shop!!





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## How to go to gemba?

- **Sorry! Limited seats.**
- If you marked previously this session on the info sent by email, ask for a ticket in our desk. You can check your landyard.
- Otherwise ask desk for available slots.
- At 11.30 or 14.30 bus departs





*Thanks!*



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*... and see you in Barcelona!*

