The BL Lean experience

15th March 2013

Andy Appleyard - Head Document Supply & Customer Services
"Thank you for calling Customer Service.
If you're calm and rational, press 1.
If you're a whiner, press 2.
If you're a hot head, press 3...."
Our services should reflect what they want

"This library is great - it's open 24/7 and there's never a fine for a late return."
Ok then, let’s do it..

"Honestly, if you learn to change you'll feel so much better."
The Lean approach made simple

1. The aim is to delight customers putting them at the very core of our operation.

2. To eradicate waste & non added value within our processes & work flows.

3. Every BL member of staff has a role to play & should be involved / engaged in the change process.

..... 4 x P’s
Performance – Visual Control
British Library Boston Spa

- Rationalised metrics (vital few).
- Set achievable targets.
- Charted key metrics.
- Displayed in the workplace.
- Review & analyse result.
- Action improvement
Process “Stapling”
How the BL (used to) register a new customer

Performance
Purpose
Process
People/Place

Customer completes Registration Form & sends to Customer Services. Hard copy printed.

Check if more than 150 reqs per month then credit worthiness checked.

Assign marketing classification & check VAT number on internet to ensure valid.
Customer Registration (2)

Assign customer code (obtained from a hard copy register) & annotate front sheet.

Update UIS database with customer details etc.
4 x screens to update

Update Relais database with customer details etc.
2 x screens to update

Update CRM database with customer details (8 screens)

Phone ITO back up (Eddie Langs) team for a password, add to form.

Mail handbook & compliment slip to customer.
Customer Registration (3)

Print a label (2 screens) from printer (often illegible so may need to Google to re-check details).

Send a welcome letter

Copy registration Form, place original in pigeon hole.

Line Manager picks up & checks work completed.

Form placed in tray.

Form then picked up & filed.
Place - Toyota Model Line
The “Kaizen” Short cut
Rapid Improvement Events or Quick Kaizen

Projects requiring significant investment and corporate strategic considerations;
Top Down Corporate Project

Cross functional impact, idea not fully formed and requiring some investigation, analysis and cross departmental consideration;
Bottom Up CI Project

Obvious, just do it;
Quick Kaizen

Cost: Zero

Effect/ Benefit: Saving £100/ week

Date: 03/02/2011

Description of problem:
Increasing parcel costs

Responsible Person(s):
Paul Ashton

Subject:
Courier costs

Historically Delivery split the UK courier parcels on a roughly 50/50 split between FedEx and UPS. As a UPS parcel now costs £5.65, compared to £4.45 sending the same with FedEx, it would be more cost effective and as many as is practicable with FedEx.

Kaizen Blitz
Rapid Improvement Events

Lean
CULTURE CHANGE

Greater, sustained results achieved

Short term gains made

Lost and repeated results due to no sustainability

Awareness, education, organization structure created to support lean

Source: Chris Craycraft, Whirlpool

Time

Improvement Opportunity

Quick Kaizen Sheet

Subject
Courier costs

Cost: Zero

Date: 03/02/2011

Description of problem:
Increasing parcel costs

Before Improvement:

After Improvement:

Before/After Comparison:

Projects requiring significant investment and corporate strategic considerations;
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Time

Improvement Opportunity
Team based kaizen approach
Complex, process based or cross functional work based problems

I Hear and I forget,
I See and I remember,
I DO and I UNDERSTAND
Case Study 1 – Work flow improvement
Redesign of work flows & layout in order to release space & improve productivity.

Benefits:
• Staffing reduced 3 fte
• Space saving 500² m
• Ergonomics improved
• Housekeeping improved

Created process map, identified waste, designed new process & then changed layout.
Case Study 2 – Packaging Kanban

Procuring packaging materials by “pull” systems and storing by kanban (line side fixed locations with top up system)

**BEFORE**

Previously bespoke boxes purchased from an overseas supplier.

Long lead times, high stock levels & high cost.

**AFTER**

Standard designs created. Local supplier sourced.

Shortened lead time. Stocked line side (kanban)

**Benefits:**

- Space saving 500² m
- Safety & environmental benefit
- Reduced cost
- Housekeeping improved
Case Study 3 – Space Saving & Efficiency
Closure of outlying building and integration of two departments improving efficiency, communication & reducing energy costs

Benefits:
- B25 closure - annual energy savings of £56k.
- Efficiency & communication
- Optimal use of space.
- Great teamwork!

Analyse functions by “affinities” (process)

Before and After

Design layout based on process

Consult
Case Study 4 – Major Capital Programme
Design of 6 unique workstations for the new Additional Storage Building (automated, low oxygen, high density)

Team modelled “Blue Peter” mock up
Proposed layout & designs offered
Additional Storage Building
Prototype made based on findings
Work stations in situ

Benefits:
• Design right 1st time
• Reduced cost
• New team bonded
• Training opportunity
Case Study 5 – Inter-Site Trolley
Conveyance of items to/from BSP to STP

**BEFORE**

- Multiple decanting and handling

**AFTER**

- Cages being loaded in store
- Cage being delivered to Reading Room

**Benefits:**
- Efficiency improvement
- Collection management
- Transport spend reduced
- Cross site teamwork

Previously items removed from shelf and subsequently decanted and re-packed 6 times before arriving at destination.
## Summary - BL Lean Steps

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<td>• Rationalised measures to “vital few”</td>
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<td>• Charted key metrics and displayed in workplace</td>
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<td><strong>2 People development and Leadership</strong></td>
<td>Problem solving</td>
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<td>• Appoint (senior) champion</td>
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<td><strong>4 Standardisation</strong></td>
<td>Process mapping SOP’s</td>
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<td>• Layouts, procedures and work instructions</td>
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<td><strong>5 Resource planning &amp; efficiency improvement</strong></td>
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<td><strong>7 Strategic integration</strong></td>
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“By only day 2 of working the new process our team's inbox was reduced from over 300 emails to 0. This was a combination of the vastly more efficient process and the increase in morale. There is nothing like seeing instant positive results to increase productivity and "get the bit between your teeth" !!!

It's easy when you're under pressure and workload is bigger than the resource to say - we haven't got the time or we can't afford to take the time out. Continuous Improvement is time consuming but within 48hours we have reaped the rewards !!”
“Thank you for listening”