



# R&R Newsletter

## Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000  
Registered Company

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### LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

### CAN LEAN HELP?

Want to know if Lean applies to your business?

Read about our Lean Assessment Service

[HERE](#)



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accepted!

### Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Wipro Ltd.**

**The following is a brief overview of a Lean implementation story:**

**Wipro Ltd., India** has \$1.7 billion in revenues, 42,000 employees, and a U.S.-traded stock that has advanced 230% in two years, and represents India's info-tech revolution. It's a leader in software development and also a pioneer in business-process outsourcing, where it does everything for clients from running accounting operations to processing mortgage applications. The company is respected for its low prices and dependability, but the work is too labor-intensive.

**Wipro's 13,600 person business-process outsourcing unit** decided to use Toyota as a model for overhauling operations. Its aim is to make its business processes simple, smooth, and replicable. In an unprecedented move, Wipro took on the tricky task of translating Toyota's vaunted principles for manufacturing into the realm of "services". Wipro set up training classes to explain to employees the Lean concepts and show how the methods would make their lives easier. The goal for Wipro is to become the Toyota of business services. Toyota promotes continual improvement, respect for employees, learning, and embracing change.

**Wipro's paperwork-handling operations now run** with factory like efficiency. If you follow the journey of a single invoice through accounts payable... the first stop is the "imaging" room, where documents are fed into scanners and electronic copies are attached to work-flow software, which manages each step of the process. Then data is typed from the invoice into the accounting software program, math is checked, the charges are posted in the general ledger, payment is authorized, and a check is then cut. Finally, it is printed and mailed. If the process had hit a bottleneck, a digital display on the wall would have turned red. That would have prompted managers to swarm the center of the room, confer, and fix the problem on the spot.

**Wipro's employees seem sincerely excited about their jobs.** Priya, who has worked for Wipro for nearly 7 years, has submitted a number of *kaizen* suggestions, and is thrilled at how quickly they are acted on. Each week, the bosses wheel out a cake for a top performer. Murthy, a 25 year-old accountant on the accounts payable team, received one for the handling of Indian government import approvals, cutting the time it took to process them from nearly 30 days to a maximum of 15 days.

**Some of the other key results** from their Lean efforts include:

- Improved productivity by 43%;
- Reduced the # of transactions that had to be re-done from 18% to 2%.

**To view more information on this example (and others)...** you can visit our Newsletter page at our website to view the complete article:

[www.isosupport.com/newsletters/newsletters.htm](http://www.isosupport.com/newsletters/newsletters.htm)

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

## **PUBLICATIONS**

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"
- "ISO 14001: Learn what's driving its double digit growth!"

## **TRAINING:**

- Process/Value Stream Mapping
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
- Privacy Program Training (PIPEDA)

**\*\*View [agendas](#) at our website\*\***

**Email Tim.. [HERE](#)**

**For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office)**, please visit our website at [www.isosupport.com](http://www.isosupport.com). Once there, you will also find information about the following:

### **"Process Improvement/Lean Assessment: Can Lean help you?"**

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

[http://www.isosupport.com/services/lean/srvcs\\_pi\\_lean.htm](http://www.isosupport.com/services/lean/srvcs_pi_lean.htm)

### **"The 3 Biggest Mistakes People Make with ISO 9001";** ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

## **Q: What are the "lessons learned" from this example?**

**A:** Here they are...

- The basics of Toyota's TPS or Lean approach can be transferred into a "service" environment... and can achieve similar success.
- Make the information flow "visual", let everyone know how the process is working by using red, yellow and green colors on electronic displays.
- It takes constant discipline to look after all the little rules and to stay focused on always providing exceptional customer service.
- Cheap labor only provides a temporary advantage – efficiency is the key.
- Use Toyota's Kaizen system of soliciting employees ideas for incremental improvement and then train them on how to quickly take action.
- Establish Team leaders to discuss the goals each day then stand aside.
- Celebrate all successes, large and small, but never get complacent.
- Instill an attitude among all employees that maintaining the status quo isn't good enough... motivate them to always want to find ways to further improve their jobs.

**Until next time...**

**Tim Renaud**

## **Helping Business Professionals Reduce Risk and Remove Waste!**

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).