

AGILE MANUFACTURERS ARE TURNING SPEED OF RESPONSE INTO A COMPETITIVE ADVANTAGE

WORKING WITH PARTNERS LIKE KIMBERLY-CLARK PROFESSIONAL™

See how our products, solutions and
expertise help our customers to succeed.

WYPALL®
BRAND

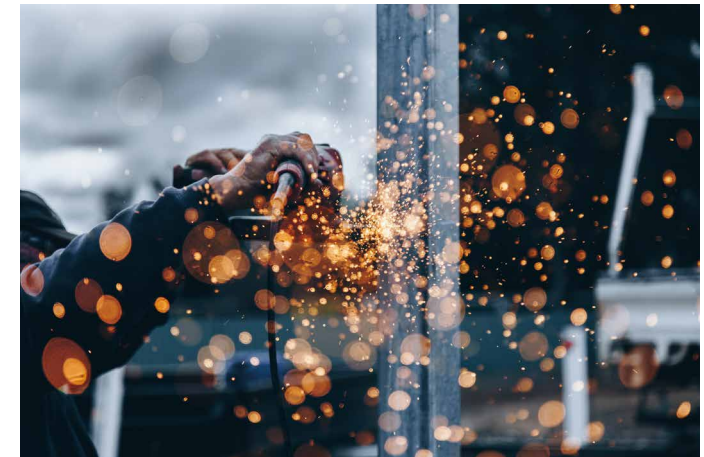
INTRODUCTION

Globally we are seeing the most volatile and uncertain market conditions of recent years. At the same time, consumers are demanding faster delivery and more customisation, putting further pressure on industrial supply chains.

In such conditions, businesses can get ahead of their competition by organising quickly to change. This opportunity is driving the adoption of agile practices by manufacturers across diverse industries.

In this white paper, we will explore how new industrial information technologies and the constant drive for more digitalisation are supporting a "coming of age" in Agile Manufacturing, decades after the approach first came to prominence.

A 2021 survey for The Manufacturer found that 74% of UK businesses ranked their production processes as 'highly agile'.



Agile Manufacturing



A manufacturing methodology focused on rapid customer response, making speed and agility a key competitive advantage.

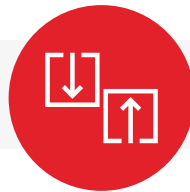
AGILE MANUFACTURING: A METHODOLOGY TO ADDRESS CHANGE

While every agile manufacturer is different, there are some similarities in the way the volatility of the industry is impacting them. Each will then respond by implementing its own Agile Manufacturing methodology, with proper processes, tools, and training.

IN PRODUCTION



More frequent changes
to production lines



More product
variations



More frequent and
faster decision-making



More modular products
and production lines

ACROSS THE ORGANISATION



Standardisation
across multiple plants



Digital Transformation –
shared data, Industry 4.0



Faster and more
flexible purchasing



Self-organised team
decision-making

AGILE MANUFACTURING: 3 PRINCIPLES TO GO FURTHER

Agile Manufacturers go beyond customer responsiveness and specifically seek to organise in order to thrive on change and uncertainty.

They build in the capability to reconfigure resources of all types, remove barriers, and bring multiple disciplines together to gain in efficiency, responsiveness, flexibility, and quality.

*Adapt to customer
preference changes*



01

*Cooperate to enhance
competitiveness*



02

*Adopt technology with
connected data*



03

AGILE MANUFACTURING: THE ORIGIN

After the revolutions in mass production of the **early 20th Century**, for many years, manufacturers primarily focused on driving improvements in productivity and quality. The widespread adoption can be illustrated through programmes like the Toyota Production System (TPS) and Lean Manufacturing.

In parallel, new approaches to speed-up product development started to emerge and in **1986**, Harvard Business Review dedicated an article on the first companies investing in the “rugby team” approach: Fuji-Xerox, Honda, and Canon. Their particularity? They were assigning **one single team of multidisciplinary professionals** to lead the process of product development - from ideation all the way down to production - instead of multiple teams of specialists working in silos.

These new and more flexible organisational structures combined with new technologies were seen as the premise of Agile Manufacturing which was considered, by the **1990's**, as the new way to compete globally.



AGILE MANUFACTURING: THE TURNING POINT

In **2001**, the Agile Manifesto for Software Development was written and rapidly came to dominate that industry. But it is only in the **mid-2010's** that Agile Manufacturing gained sufficient traction, encouraged by the success of the agile methodology in functions like R&D and supported by the rise of data-driven technologies. Since then, the increasing need for digitalisation, automation, and the humanitarian crisis have only accelerated things.

2001



Agile in Software Development is formalised for the first time and grows to dominate the software industry.

2015



Agile Manufacturing takes off, driven by new manufacturing technologies and success in other business functions.

2019



Whilst 40% of all organisations are implementing agile widely, more than half of manufacturers are now using agile as project management.

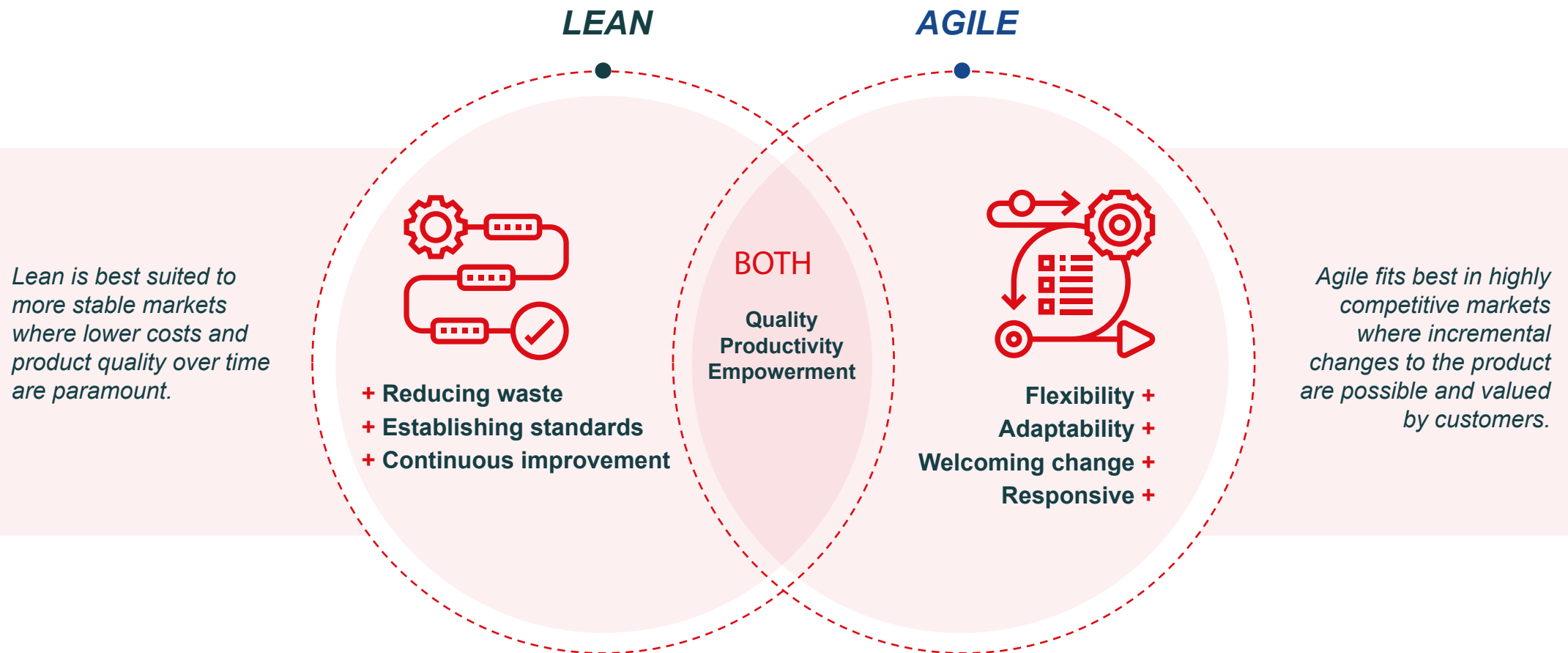
2022



Covid-19 accelerates market changes and more than 50% of businesses report that they aim to increase manufacturing agility.

AGILE AS AN EVOLUTION OF LEAN MANUFACTURING

The main difference between agile and lean is that agile focuses on development processes while lean has traditionally been related to production processes. However, most companies usually incorporate ideas from both to maximise the optimisation of development practices and workflows.

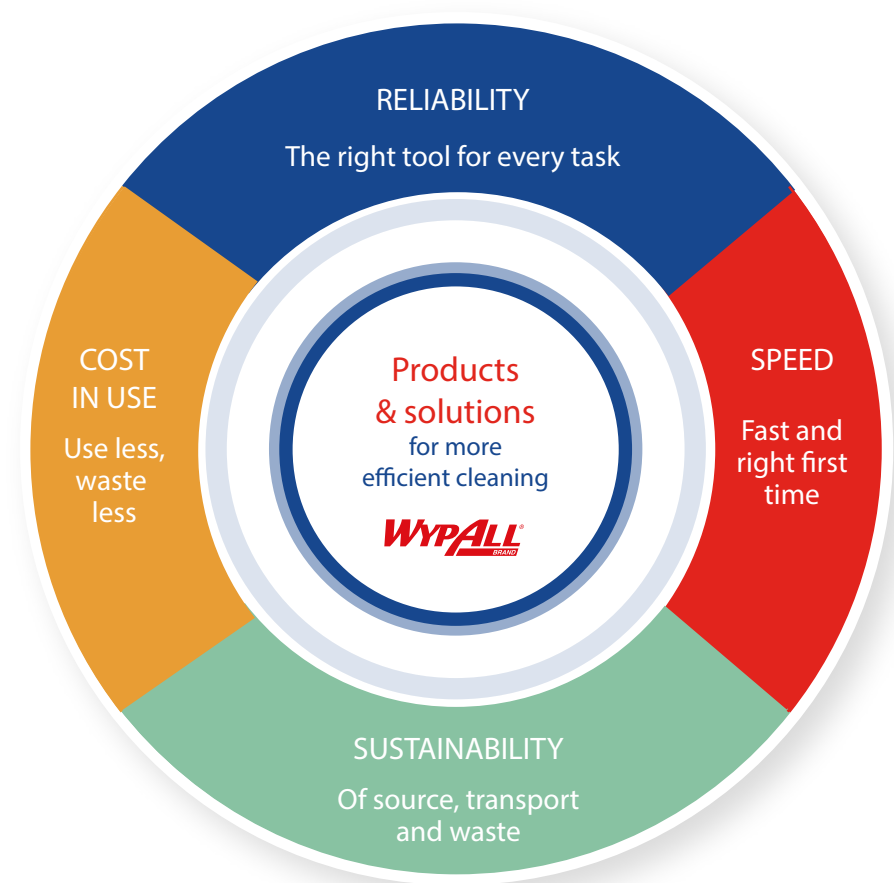


AGILE AND THE IMPORTANCE OF CLEANING

At Kimberly-Clark Professional™, we are amongst leading global manufacturers that embrace agile in their operations to deliver the best possible products and solutions to their customers across the world.

As manufacturers, we know it better than anyone else: the machines are our most valuable assets. And to ensure continuous productivity, asset reliability, and sustainable optimisation, the cleaning of both the production site and equipment is crucial.

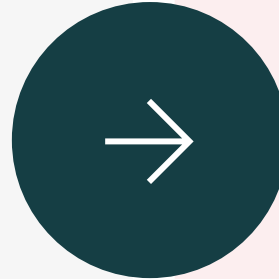
Our WypAll® portfolio offers to manufacturers fundamental performance benefits over alternatives and contributes to increasing the agility of their business.



WYPALL® MEETS AGILE MANUFACTURERS' CLEANING CHALLENGES

AGILE MANUFACTURERS OPERATE WITH:

- + Shorter production runs
- + More changeovers
- + More product variations
- + More frequent cleaning
- + Higher risk of cross-contamination
- + Shorter delivery times



SUPPORTED BY WYPALL® SOLUTIONS FOR:

- Faster clean +
- Assured quality clean +
- Right first-time +
- Less waste +
- Less inventory +
- Flexible contracts +

WELCOME TO WYPALL[®] AGILE SCRUM

Agile organisations usually form autonomous and multidisciplinary teams to identify, develop, and implement optimisations in the way they do business. These teams have close relationships with other companies and can form joint teams, working as "virtual enterprises".

At Kimberly-Clark Professional[™], we are working closely with our customers in joint agile teams using the "Scrum" methodology to manage the overall process and define formal roles and activities which will help the implementation of improved cleaning solutions.

THE FUNDAMENTALS OF SCRUM ARE:

Sprints

Short, defined periods of time

Goals

Specific pieces of work which can be completed within a Sprint

Stand-Ups

Regular, short team meetings during a Sprint

Reviews

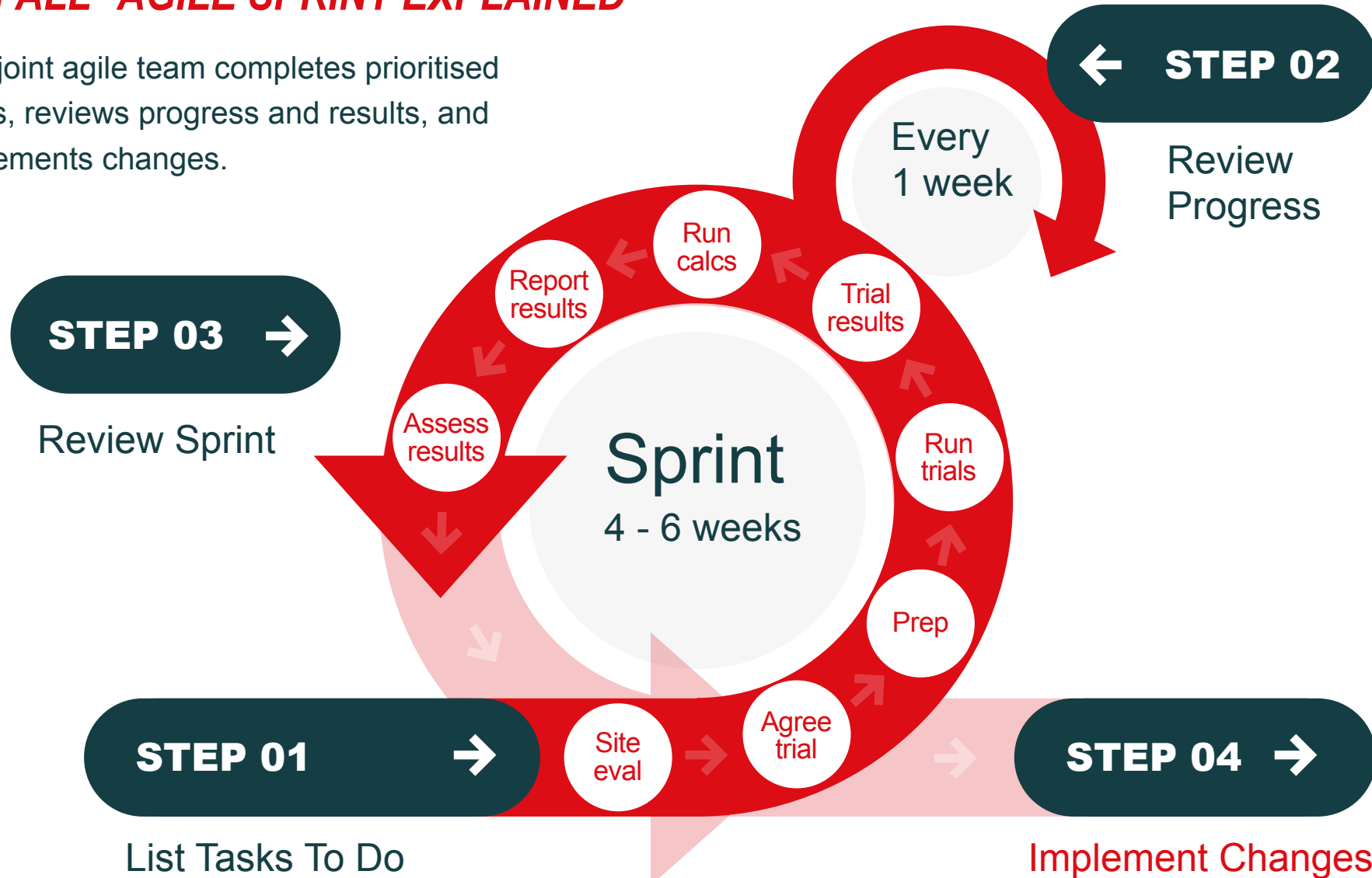
Meetings after each Sprint to determine what to do with the results

Retrospectives

Meetings after each Sprint to reflect and improve

WYPALL[®] AGILE SPRINT EXPLAINED

The joint agile team completes prioritised tasks, reviews progress and results, and implements changes.

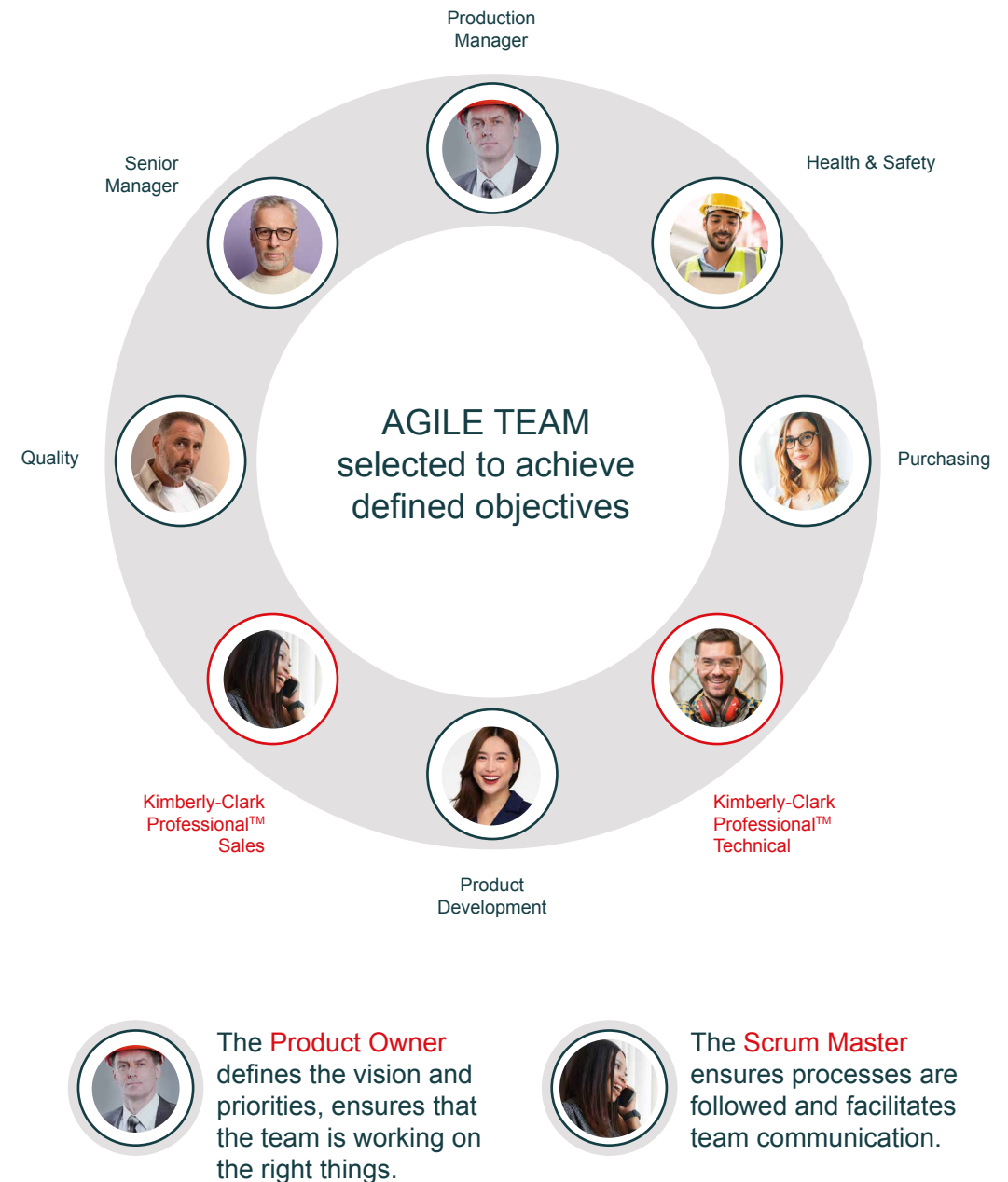


The WYPALL[®] AGILE TEAM

Once the team members are identified, the key Agile roles, **Product Owner** and **Scrum Master** are assigned so the team can officially start working on its first **Sprint**.

WYPALL[®] AGILE TEAMS:

- + Identify cleaning-related challenges and opportunities for improvement
- + Develop ideas, prioritise them and test the best ones within a fixed time
- + Choose the ideas that will be implemented and move on to the next priorities



TAKE THE NEXT STEP

Since 2018, Kimberly-Clark Professional™ has embarked on its own agile journey. We started with two pilot programmes and have refined and adapted our approach ever since.

Today, we are proud of the 25 agile teams we have deployed and the 500+ dedicated coaches and employees who have been trained and who continue to investigate on how we can evolve and enhance the way we operate.

We would love to partner with you to start implementing the best agile cleaning solutions for your organisation. Interested? Take the next step now:



Get more information >



Set-up a free trial Sprint >



Schedule a 15-minute call >