Easy, Effective, Efficient  
Three Steps to Process Improvement

Complex Processes – Simple Method

The Delkeskamp Verpackungswerke GmbH, a company with a long successful history in manufacturing innovative packaging solutions in the field of paper, corrugated board and foam, has expanded its business into professional services such as individual product development, logistics services as well as industry-specific consulting. Consequently, the diverse range of products and designs requires a variety of activity-based processes. The need for their efficient implementation and optimisation led to the development of a method, which allows to design and implement processes transparently and in a sustainably efficient way.

The following challenges had to be overcome:
- complex processes
- no solution for problems
- no ideas for improvements
- and if, then the solutions and ideas are very complex
- lack of understanding by the employees
- issues constantly get more complicated and uncontrollable

« People like to disagree – but rarely with themselves. »  
(Christian Gerhards, Process Analyst)

The Basic Idea Of The Method

The basic idea of the method consists in turning affected persons into involved persons by:
- detecting optimisation potentials
- motivating specialists with technical know-how to get involved
- occupying a process management expert as moderator
- enabling the development of suggestions for process improvement through workshops
- supporting the achievement of a strong commitment and joint success

Numbers and Facts:  
Company Name  
Delkeskamp Verpackungswerke GmbH  
Headquarter  
Nortrup  
Employees  
600  
Industry  
Production  
Website  
www.delkeskamp.de

1st process documentation/audit

2nd process assessment

3rd process improvement
The 3-Step-Method – Or The “TÜV For Processes”

1st Step: Process Documentation/Audit
To actually involve all participants, the processes are documented on cards made of cardboard. These can be moved and the participants can write down their activities on the cards. In this way, we achieve an increased awareness even over a longer period of time. Subsequently the processes will be transferred to ADONIS by the process management expert.

2nd Step: Process Assessment
The assessment takes place through a moderated questionnaire. Thereby the process is examined from diverse perspectives and the focus changes several times. The result is a calculated process maturity level from 0 (poor) to 5 (good).

3rd Step: Process Improvement
In this step, ideas are collected and prioritised using various creativity techniques (e.g. card query, brainstorming). Based on this, first gross initiatives will be taken.

The Final Report
Process owners and the management board receive a final report. The contents consist of topic/field, method, management summary, results, problem and hints for solution as well as the maturity level. The process owner is then responsible for the implementation of potentials encountered. After a specified period of time, the 3-step-method will be repeated and the degree of process improvement will be determined.

This method is...

- easy …to remember and to execute
- effective …absolutely on target, to uncover optimisation potential
- efficient …rapid, cost-effective, with a high level of agreement

Final Report
Process Assessment Planning of Lunch Break

Delkeskamp
Verpackungswerke GmbH
Christian Gerhards
Process Analyst
CGerhards@delkeskamp.de

BOC Germany
Anna Mohn
Marketing & Communication
Anna.Mohn@boc-de.com

Imprint: publisher and manufacturer: BOC Products & Services AG, place of publishing and manufacturing: Vienna, Austria; https://www.boc-group.com/imprint

IT-based Management Solutions for Your Success