

## 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

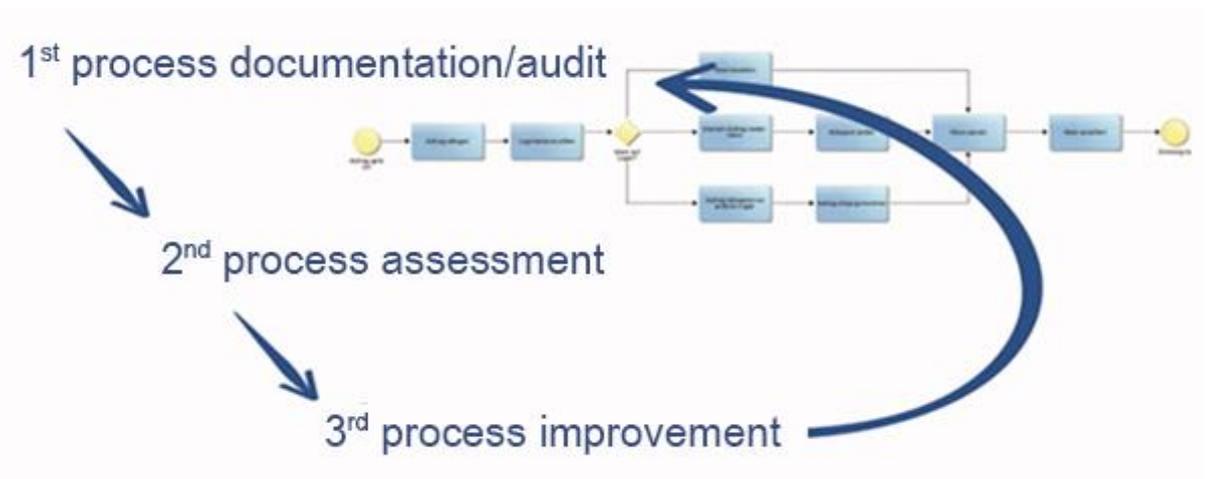
**« People like to disagree – but rarely with themselves. »**

(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](http://www.delkeskamp.de)

## The 3-Step-Method – Or The “TÜV For Processes”

### 1<sup>st</sup> 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.

### 2<sup>nd</sup> 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).

### 3<sup>rd</sup> 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



#### 1 Management Summary

This chapter shortly summarises the essential information regarding the assessment.

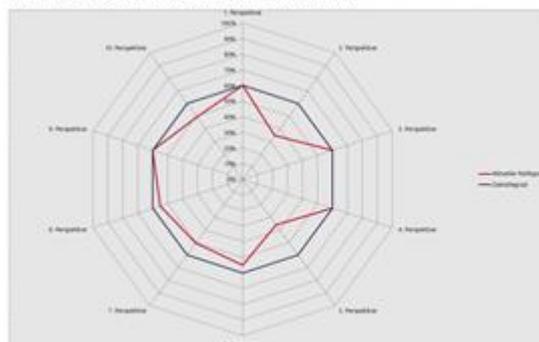
##### 1.1 Object of Investigation

Object of Investigation was the core process „Planning of Lunch Break“ in the business division Employee Recreation.

##### 1.2 Result Process Assessment

The evaluation of the questionnaire has shown a result of 55%. This corresponds to a level 2 maturity.

The following graphic shows the result in form of a radar chart.



**« My best practice tip: Keep the focus of the single workshops.  
And just do it! You will see, it is easier than you think! »**

(Christian Gerhards, Process Analyst)



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