

# SONOVA IMPLEMENTS CONTINUOUS IMPROVEMENT WITH THE HELP OF LEAN FOCUS.

## PROBLEM/SITUATION



WE NEEDED EXTERNAL HELP [FROM LEAN FOCUS] TO...LEARN HOW TO IMPLEMENT CONTINUOUS IMPROVEMENT."

Headquartered in Stäfa, Switzerland, Sonova is a leading provider of innovative hearing care solutions. They are dedicated to creating a world where everyone enjoys the delight of hearing and lives a life without limitations.

"With more than 15,000 employees, we are focused on driving quality, growth, and efficiency through continuous process improvements, growth tools, and a continuous improvement culture in all functions throughout all of our geographic locations across the globe," said Sonova CEO Arnd Kaldowski.

However, Sonova's U.S. operations teams and their Advanced Bionics team had little experience with lean and continuous improvement concepts. Furthermore, their R&D team in Switzerland was struggling with having a robust process for project prioritization and ideation funnel building for new product launch ideas.

Sonova contacted Lean Focus to help the teams achieve a continuous improvement culture. "We needed help to increase our capabilities and accelerate our continuous improvement journey in these specific processes," said Arnd.

## SOLUTION



LEAN FOCUS IS THE CO-PILOT FOR THE CHANGES IN ALL OF OUR NEW PRODUCT DEVELOPMENT."

In the U.S., Lean Focus conducted a sales funnel management installation workshop and hired a Commercial Growth Leader to drive the execution of commercial excellence initiatives.

Lean Focus also held a leadership system boot camp to introduce the U.S. operations teams to the processes of problem solving, daily management, and strategy deployment. For the Advanced Bionics team, Lean Focus conducted kaizens designed to drive productivity and quality improvement.

The support Lean Focus provided continued at the corporate headquarters in Switzerland, where Lean Focus facilitated a series of kaizens during a management kaizen week. Additionally, Lean Focus conducted a portfolio management kaizen to install product portfolio management processes within the R&D team.



“ WITH INCREASED TRANSPARENCY OF THE PROJECT INTERRELATIONSHIPS, **WE HAVE BEEN ABLE TO ADD CAPACITY.**”

## RESULTS



AS THE RESULT OF KAIZENS LED BY LEAN FOCUS...WE HAVE IMPROVED OUR COMPETITIVE WIN RATIO.”



### INCREASED COMPETITIVE WIN RATIO

Regarding sales funnel management, both velocity and conversion rate improved. “As the result of a couple of different process changes introduced through kaizens led by Lean Focus and our staff, we have improved our competitive win ratio,” said Arnd.



### IMPROVED PROCESS FOR PROJECT PLANNING

The R&D department has as many as 60 projects at any point in time, and its process was overhauled to avoid bumping into resource conflicts. “We now have a very good foundation for how we plan projects and allocate resources with such a complex portfolio,” said Arnd. “With increased transparency of the project interrelationships, we have been able to add capacity.”



“ IN LEAN FOCUS, WE FOUND A PARTNER THAT CAN COVER ALL OF THE DIFFERENT FUNCTIONS WHERE WE NEEDED HELP. NOT ALL FIRMS HAVE THAT BREADTH AND DEPTH OF KNOWLEDGE.”

**ARND KALDOWSKI**  
Chief Executive Officer, **Sonova**