



**Nestlé** Good food, Good life

# Experiences with Lean in R&D

*Faith Burndred*

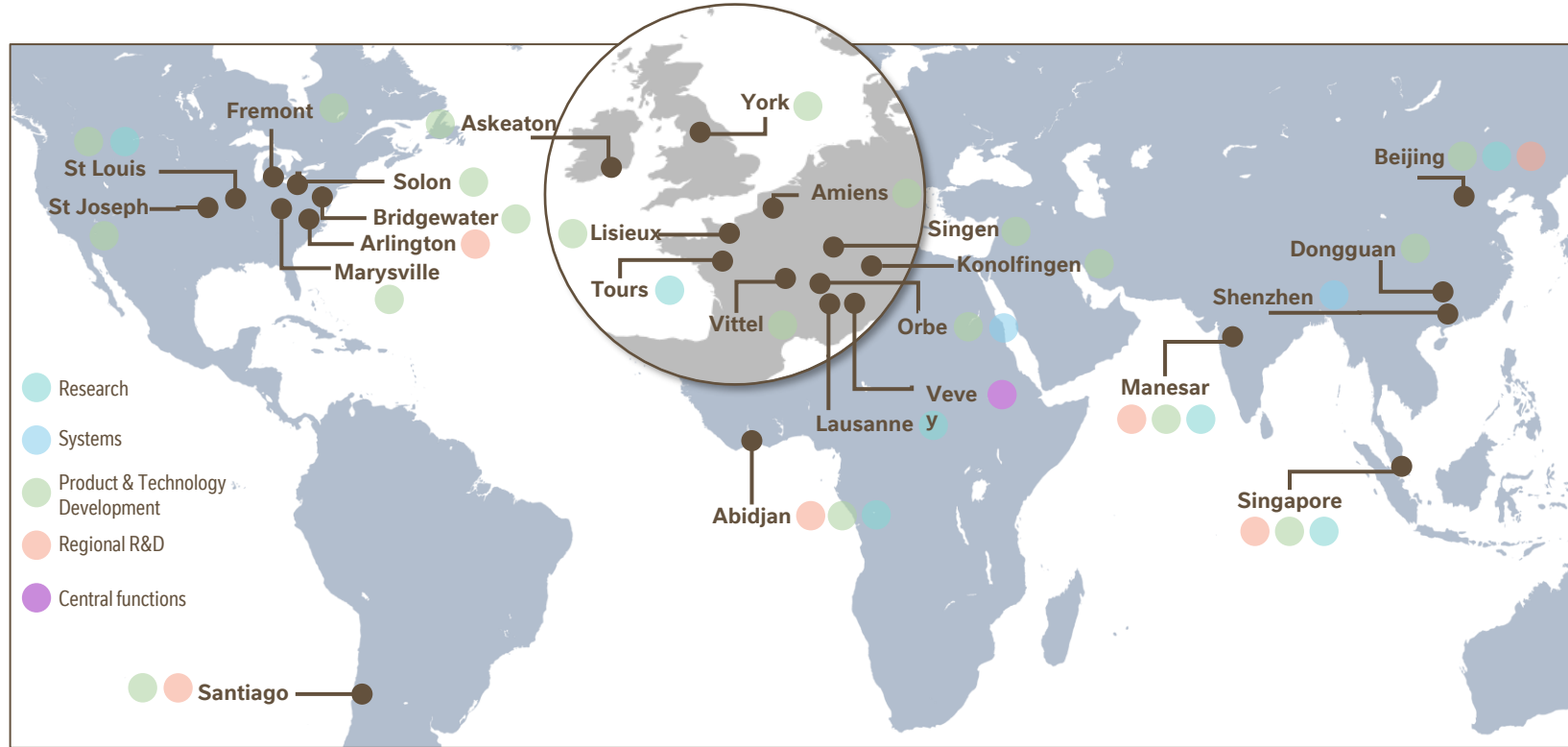
*Nestlé Product Technology Centre, York*

*LPPDE 6<sup>th</sup> March 2025*

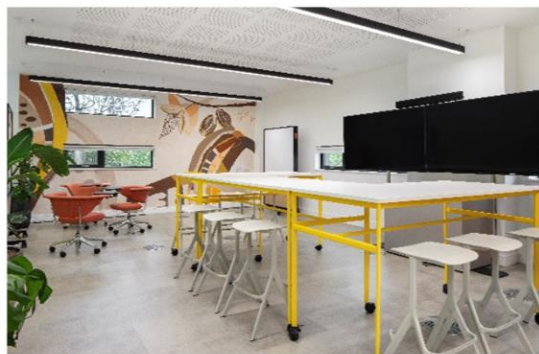
# Outline

- **Who we are**
- **The past and the present**
- **Case Studies and Examples**
- **Questions**

# NPTC York is part of the Nestlé worldwide R&D network



# Nestlé Product Technology Centre, York





## OUR VISION

Winning consumers hearts and trust  
with great tasting responsible  
snacking brands



## OUR MISSION



Creating Little Smiles<sup>®</sup>



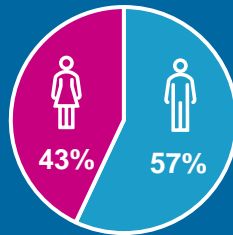
**NPTC MISSION:** Creating Tomorrow's Little Smiles



# Our multinational team, balanced in age and experience



**~160**  
Employees



Leadership 50% Female



## Culture



**30+**  
Nationalities

**Connected global  
technical community**



**Confectionery  
Experts with av. 20  
years**

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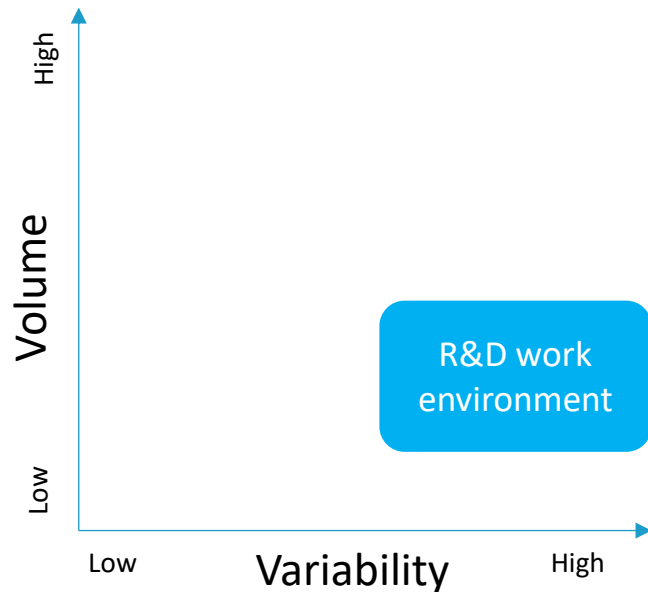
# Rewind to the start of our Lean journey ....



- 'Badly managed meetings'
- 'Working in silos'
- 'Complex and slow processes'
- 'Duplication of information'
- 'Lack of clarity'
- 'Too many emails'
- 'Poor communication'



# How Lean is applied in our environment



People – alignment & autonomy



Projects – methods for acceleration



Flexible & efficient physical processes  
(pilot plant, kitchen, lab)



Responsive information processes

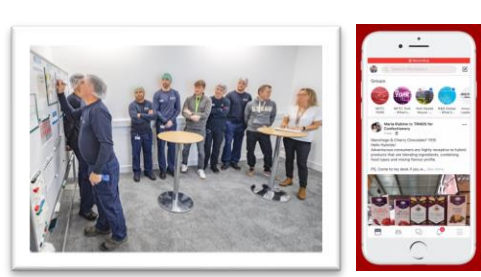
# What's it like in 2025?



**Visible & cascaded strategy**



**Problem solving mindset**



**Teams sharing – physically & virtually**



**Team development**



**People development**



**Learning & Sharing events**



**Physical & mental wellbeing**



**Lean improvements**



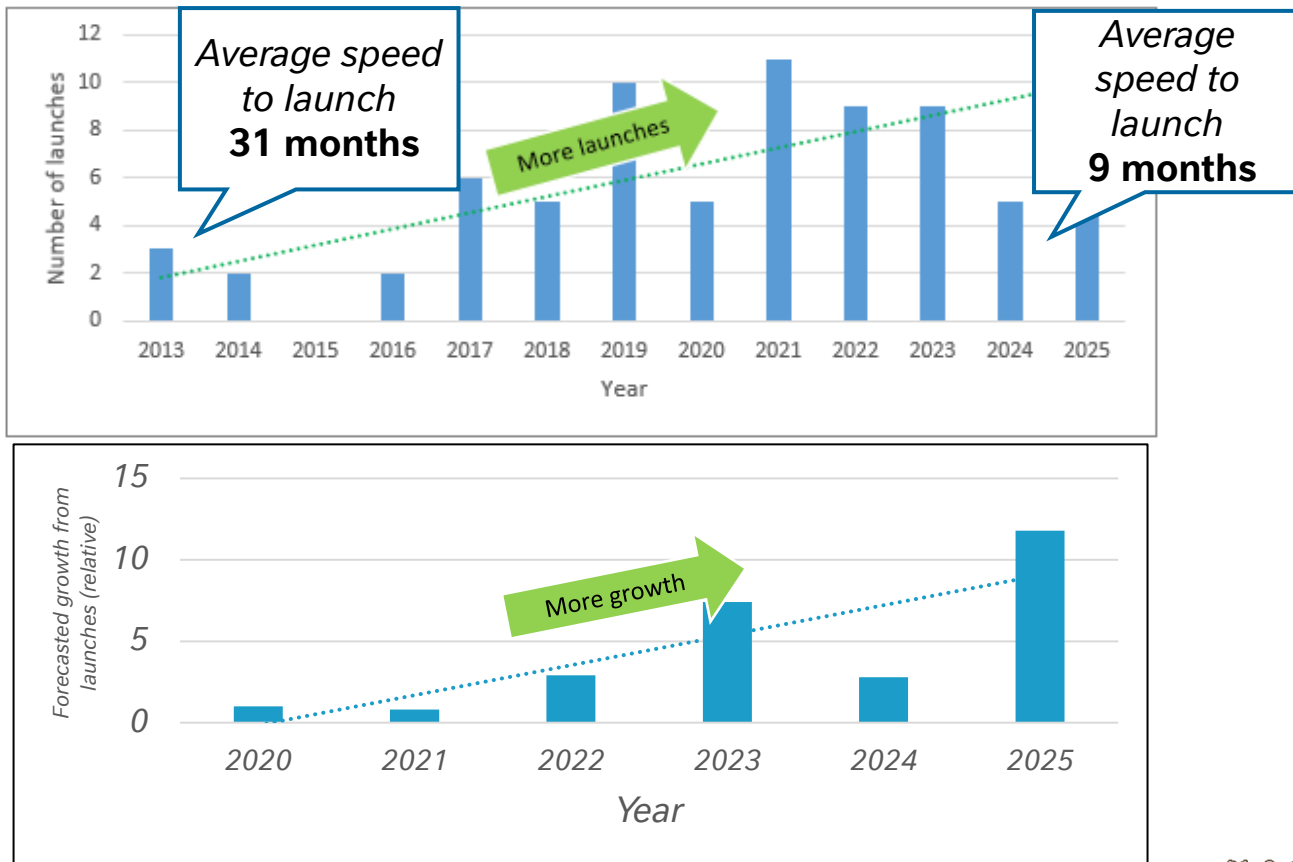
**Community volunteering**

# Meeting the needs of our internal business customers

ON TIME  
& FAST

GROWTH

QUALITY



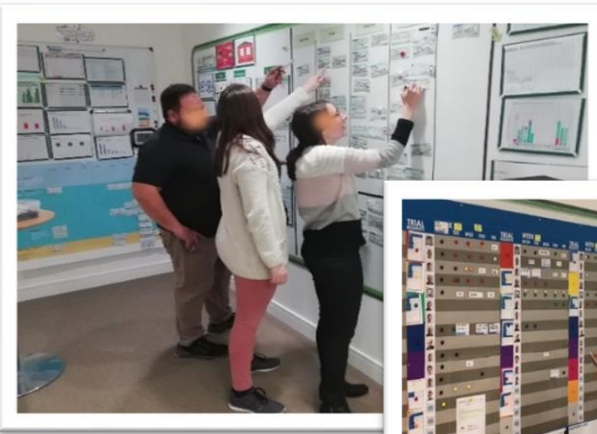
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# Case Study: Team alignment & autonomy ..... And how COVID changed us for ever

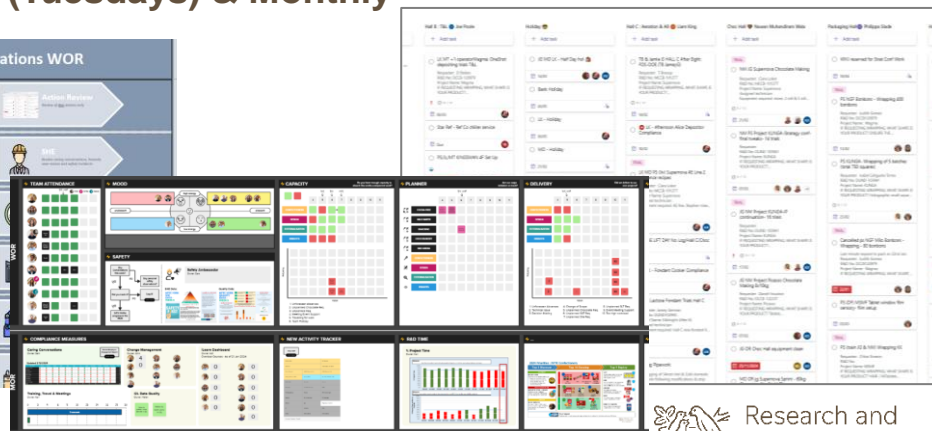
January 2020



**Strategic Planning:  
Priorities and key activities**

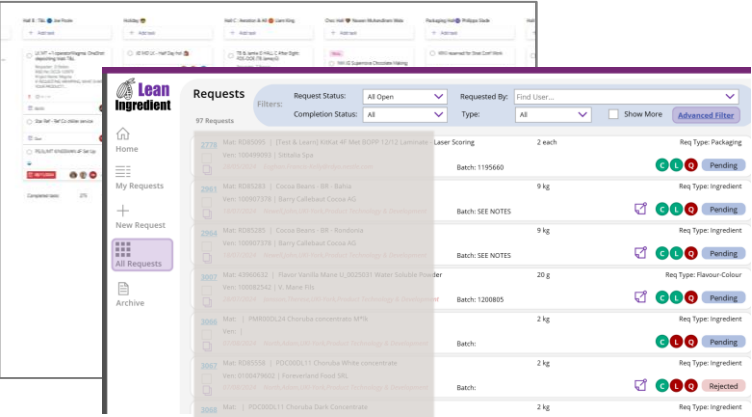
**Team 'stand-up' reviews:  
Weekly (Tuesdays) & Monthly**

January 2025





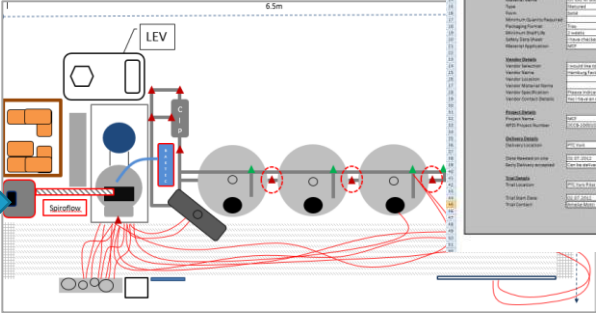
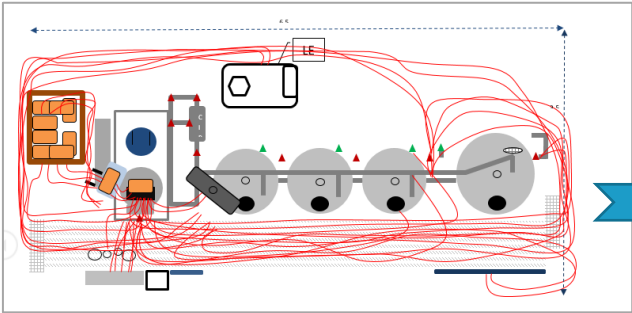
# Case Study: Lean Process Improvements



(Virtual) visual management



Workplace organisation (5S)



Reduced movements

A screenshot of a research form titled 'NEW RM FORM'. It contains various fields for data entry, including 'Project Name', 'Project Lead', 'Project Manager', 'Project Start Date', 'Project End Date', 'Project Status', 'Project Location', 'Project Description', 'Project Objectives', 'Project Deliverables', 'Project Risks', 'Project Budget', 'Project Resources', 'Project Timeline', 'Project Milestones', 'Project Deliverables', 'Project Risks', 'Project Budget', 'Project Resources', 'Project Timeline', and 'Project Milestones'. The form is partially filled out with red text.



A message stating 'Form incomplete' in a red box. The message is displayed on a background that shows the same research form as the previous image, but with some fields highlighted in red to indicate missing information.

Mistake proofing

# Case Study: Simple problem solving

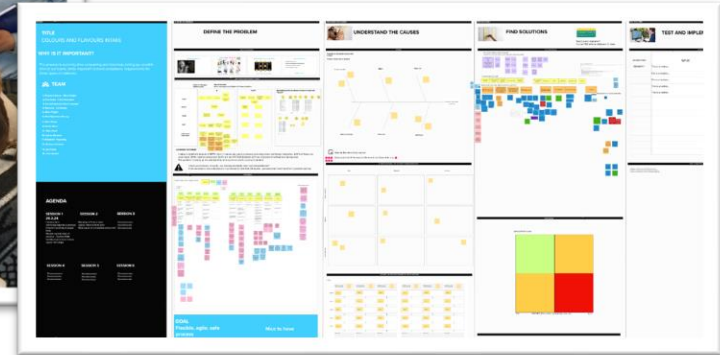
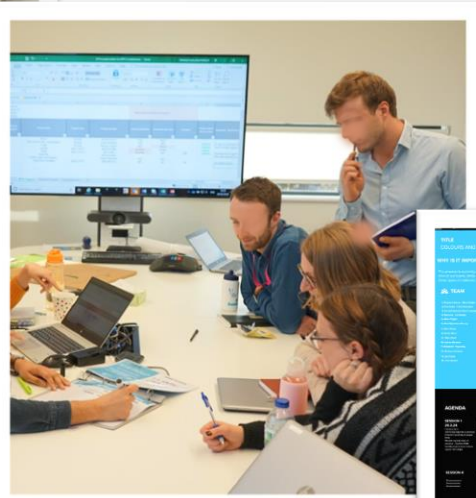
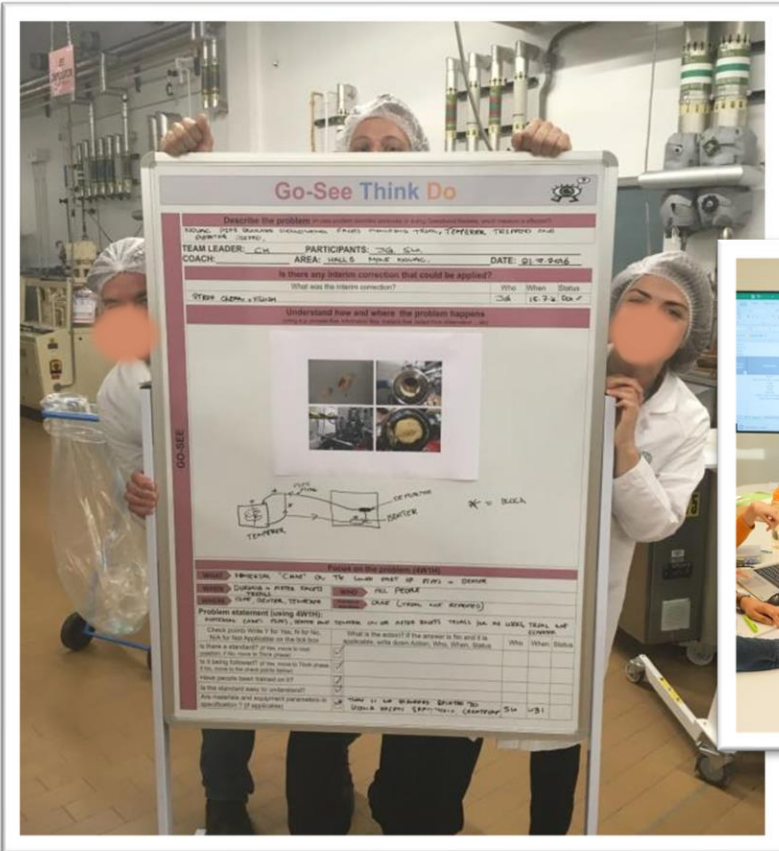
## Examples of problems tackled:

Samples wrongly labelled

Confidential material left in meeting room

Technical support not delivered on time

Equipment breakdown

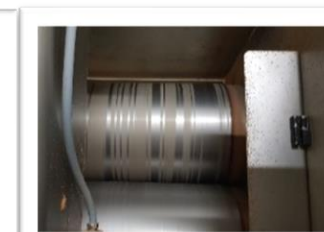
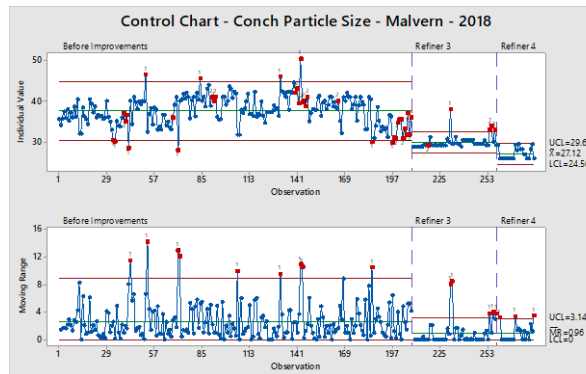
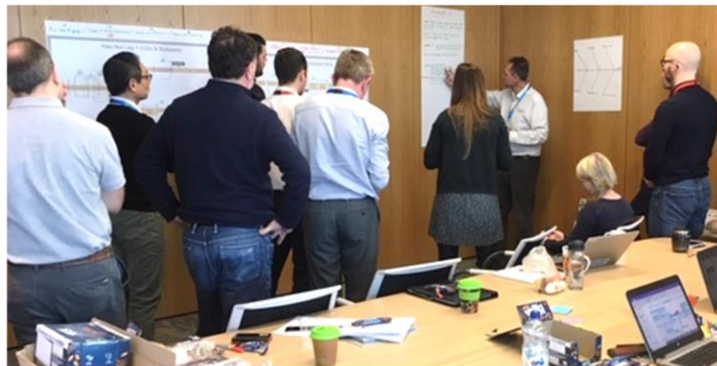


# Case Study: Complex problem solving

TRIZ (Inventive Problem Solving)

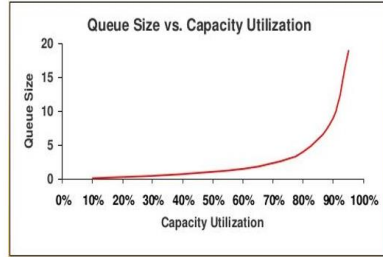


**Examples of problems tackled:**  
Technical challenges in development projects – e.g. paper wrappers tearing; flavour or texture problems.  
Factory production problems



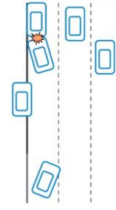
# Case Study: Resource Management

## Overloading the capacity of a system causes queues

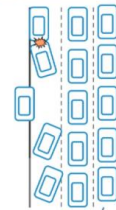


### Capacity Utilization

#### Low Resource Utilization



#### Above 80 percent Capacity

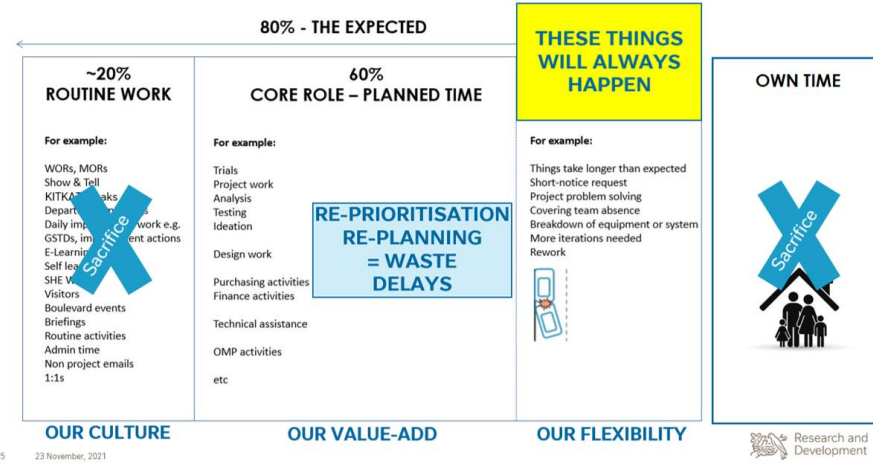


This effect is compounded in systems prone to variability and variation (e.g. R&D)

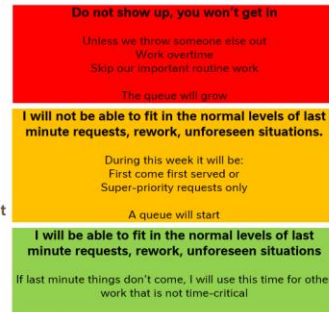
- Variability in the methods and duration of work activities
- Variation in the rate of arrival and size of work entering into the system



## Filling the 20% in advance always has a consequence



## Apply Red / Amber / Green status to manage the flow of incoming work



		January							Feb
		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	
Capacity Alignment:	Planned PP Resource	6	6	3	6	5			
	External support	4	4	1	0	0			
	ASH	0	0	3	0	0			
	Agility								
	Planned PP Resource	4	3	2	3	4			
	External support	0	0	0	0	0			
	ASH	1	1	1	2	2			
	Agility								
	Planned PP Resource	4	3	2	3	4			
	External support	0	0	0	0	0			
	ASH	1	1	1	2	2			
	Agility								



# Case study – creating a culture



*Team  
workshops to  
propose culture  
and values*

*Vote to select  
the preferred*

*'Culture day'*



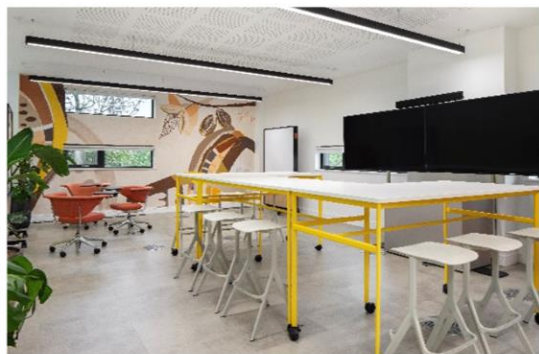
*Establishment  
of Culture Club*



*Plan of  
activities*



# Nestlé Product Technology Centre, York



## Questions and Discussion