

# IAMC Toolkit

Innovative approaches for the Sound Management of Chemicals and  
Chemical Waste

## **PHASE VI REVIEW & IMPROVE**

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**Company guide**

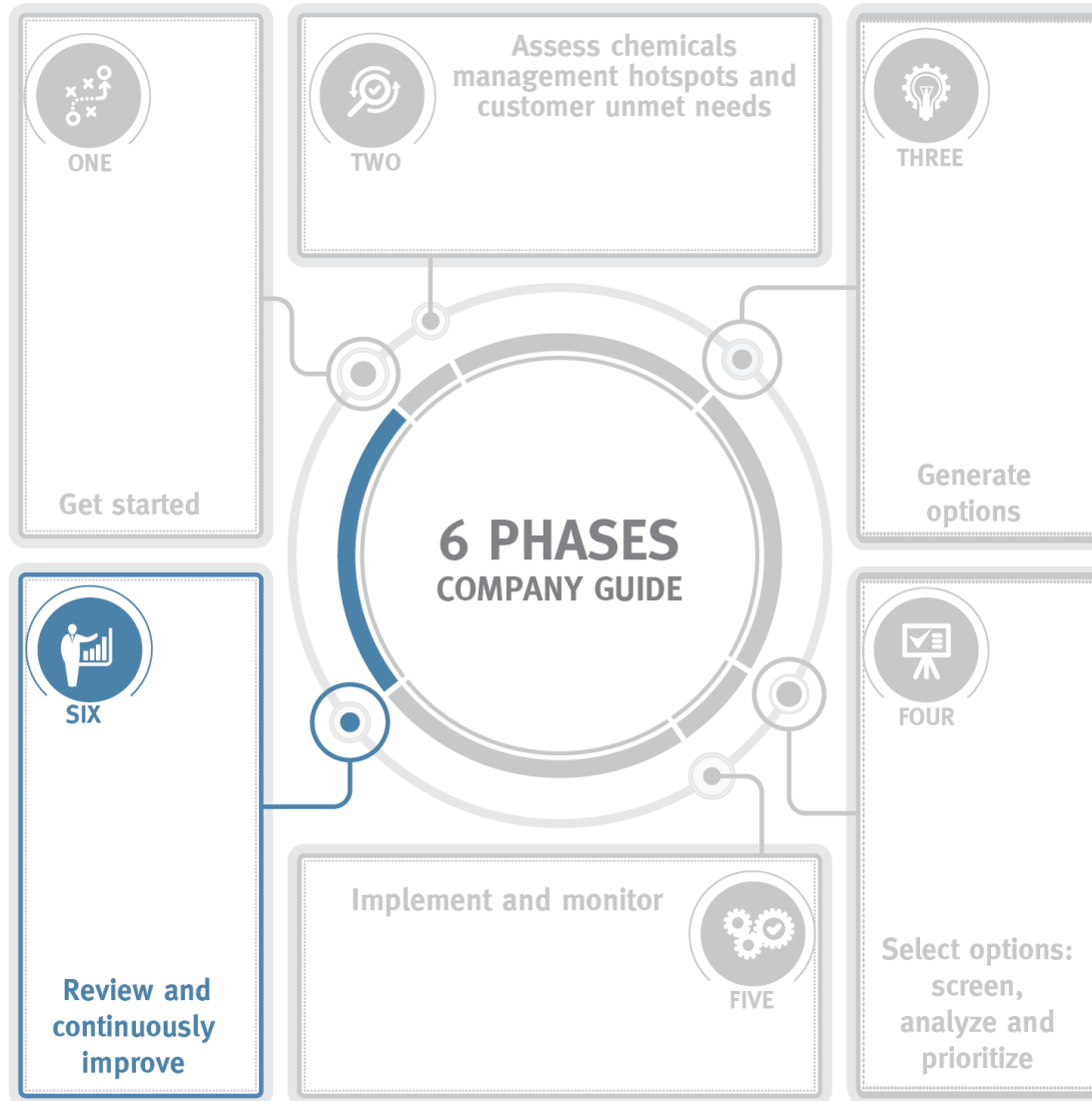
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# Content

1. Review Implementation Results
2. Set up a Continuous Improvement Programme

# Phase 6: Review and Continuously Improve



Source: ISSPPRO

# Introduction: Review & Continuously Improve

The aim of this step is to support the company in reviewing its performance in order to continuously improve its sound management of chemicals.

The Toolkit user will learn how to:

- Compare achieved results with targets
- Incorporate lessons learned into its innovation process
- Develop a continuous improvement programme in order to ensure long term success in creating value for customers and improving its sound management of chemicals along its chemical products value chain

# Phase 6: Review & Continuously improve

## Key Tasks



- Measure performance of implemented options against expected results
- Identify lessons learned and integrate them in the innovation process
- Set up a programme for continuous improvement

## Deliverables

- Summary of implemented option performance and lessons learned
- Programme for continuous improvement

# Review Implementation Results

# Review Implementation Results

**After implementing each option, measure the results and capture the lessons learned by asking the following:**

- How do the achieved results compare to the target results?
  - Were the targeted results achieved?
  - What challenges were overcome? Could they have been avoided?
  
- What did you learn during the option implementation?
  - What would you change to make implementation more effective?
  - What would you change to make the option more sustainable?
  - Did you discover any ideas for new options which could improve the company's sustainability performance?

# Review Chemicals Management Performance

**After implementing a group of innovative options, the company can improve its sustainability-oriented innovation process by re-evaluating the previously prioritized chemicals management hotspots inside and outside of the company:**

- Were the chemicals management hotspots addressed the most important ones? How could they be measured more accurately?
- Do some chemicals management hotspots seem more important than before?
- Do the company operations and its products have previously unknown chemicals management hotspots across the life cycle?



# Review Fit Between Customer Profiles and Company Product Offerings

**Furthermore, the company will have learned more about their customers and value chain during the implementation of options and this basis for customer-driven innovation should be updated.**

- Are the customer profiles from Phase 2b accurate? Are the job statements and outcome statements accurate and correctly prioritized? How can you test and validate the customer profiles?
- Would a customer profile for the end market, if not already established, present added value? Can you use your innovation network to help create a realistic end market customer profile?
- Did you discover other value chain actors with new or unexpected unmet needs?

# Improve Innovation Management by Integrating Lessons Learned

**Prepare a summary of the implementation results and lessons learned and provide it to the innovation team.**

**The innovation team may consider:**

- Applying the lessons learned to other on-going implementation projects
- Formally integrating lessons learned into the company structure (e.g. standard operating procedures, etc.) to improve innovation management
- Communicating the success to management and fellow employees to help maintain momentum

**Integrating the lessons learned into company structures will help the company to improve its ability to innovate effectively and efficiently and get the resources it needs!**

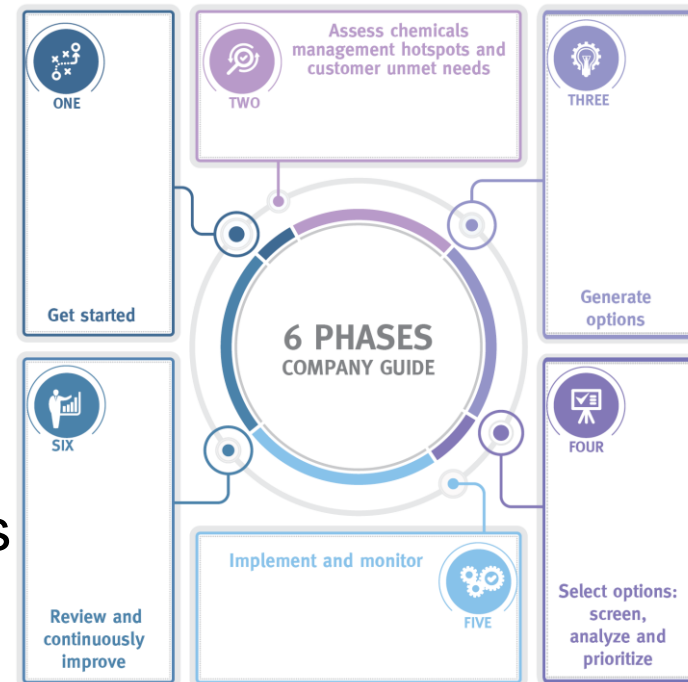
# Set up a Continuous Improvement Programme

# Continuous Improvement Programme

The IAMC process is a circular methodology that helps the company to continuously improve its sound management of chemicals and its ability to innovate sustainably.

The continuous improvement programme can include:

- Redefining company goals
- Establishing critical KPIs to measure performance and guide decision making across all company operations
- Identifying activities to support continuous improvement
- Developing a roadmap of the continuous improvement activities



# Redefine Company Goals

During the IAMC process, the company will have learned much about the impacts of its operations and products across the life cycle, customer unmet needs and market trends. You will want to revisit the basic information collected in Phase 1 'Get Started' and update company goals:

- How are the trends (market, regulatory/policy, technology) (re)shaping the market?
- Is the current business strategy for growth consistent with the updated trends and customer profiles? How could the strategy be improved to achieve higher positive environmental, social and economic impacts?
- Are there new opportunities that were previously 'unseen'?
- Are there new opportunities for collaboration within the *innovation network*?

# Establish Critical KPIs to Drive Improvement

KPIs are critical metrics that measure performance towards achieving success as defined by the company goals.

**Help the company develop essential KPIs to guide decision making on all levels of the company.**

KPIs should be SMART

(Scalable, Measureable, Achievable, Relevant and Time-bound)

KPIs should:

- Be **essential** for making decisions and measuring progress
- Accurately represent overall strategic goals and not those at a sub-system level
- Be **meaningful** and create clear understanding of company goals for all departments throughout the organization
- Have **valid and reliable** measurement systems
- Be **actionable** so that changes can be made to improve and achieve the company goals

# Resources Supporting a Continuous Improvement Programme

**TRP 3 'Operational Excellence'** provides an overview of important management techniques to help manufacturers and industrial users of chemicals improve their sound management of chemicals and its ability to innovate sustainably:

- **Introduction to Operational Excellence:** good practice management techniques for improving operational performance and efficiency (e.g. improving standard work, customer segmentation and lead times, customer service levels, production mode and inventory levels, etc.)
- **Value Stream Mapping:** map and characterize business operations to identify sources of waste (labour, materials, equipment) to benchmark and improve business performance
- **Production Planning & Optimization:** improve environmental and economic performance by optimizing the planning of production
- **Use these resources to develop a programme for Continuous Improvement.**

# Sources



# Sources

- CSD Engineers, Switzerland / ISSPPRO, Germany, 2015

# Disclaimer

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