What do Toyota and The British Library have in common?

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50 Years of Document Supply
1. Guarantee access for future generations
2. Enable access to everyone who wants to do research
3. Support research communities in key areas for social and economic benefit
4. Enrich the cultural life of the nation
5. Lead and collaborate in growing the world’s knowledge base

To see our vision in full, visit www.bl.uk/2020vision
Drivers of Change

Political, Economic, Social and Technological

Document Supply Demand 1989 - 2009

![Bar chart showing document supply demand from 1989 to 2009]

- Google
- Facebook

Keywords:
- Identity
- Digital
- Internet
- Public
- Different
- Information
Innovation for Storage
“State of the Art” low oxygen storage facility
Innovation for Storage
“State of the Art” low oxygen storage facility
Innovation for Access
Digitisation of hard copy content & joint service development

EThOS
Electronic Theses Online System
Opening Access to UK Theses
Innovation for Access
“Reunification of the Codex Sinaiticus”

- Collaboration between institutions in the UK, Germany, Egypt & and Russia

- Succeeded in reuniting virtually more than 800 pages/fragments from the world’s oldest surviving Christian bible.

- Handwritten well over 1600 years ago contains the Christian Bible in Greek, including the oldest complete copy of the New Testament

- Freely available online to scholars worldwide from today.
Innovation in Partnerships
Newspaper commercial partnership
Innovation for Document Supply
Requirement to redesign service proposition

Licensing restrictions
Acquisition cuts
BL funding
Customer funding cuts

New technology
Customer funding cuts
Opportunities
BL brand and reputation. “A public sector body with a private sector attitude!”

Document Supply Today

Negative
Positive

+3yr +2yr +1yr 0 +1yr +2yr +3yr 10
### Barriers to (CI) change

How the deployment of Continuous Improvement (CI) has supported the breaking down of barriers & acceptance of change

<table>
<thead>
<tr>
<th>Traditional Approach</th>
<th>New Approach Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>No “burning platform”</td>
<td>Economic Crisis</td>
</tr>
<tr>
<td>Command and control style</td>
<td>Inclusive leadership with engaged staff</td>
</tr>
<tr>
<td>Silo view of the world (vertical)</td>
<td>Process based, cross functional view (horizontal)</td>
</tr>
<tr>
<td>“The consultant says ....”</td>
<td>“We suggest &amp; can do....”</td>
</tr>
</tbody>
</table>
Toyota ↔ The British Library
Adopt the “Lean” approach to continuous improvement

Supply at the same rate as demand (pull)

Just in Time

Eliminate waste

Staff Engagement / Involvement (Improvement Teams)

Right first time

Continuous improvement

Delight customers

Process variation & standardisation

Create “value chains”

Kaizen

Performance Management
Continuous Improvement
The Lean House (1)

- Delight Customers
- Staff Engagement & Involvement
- Eliminate Waste

Service adds value in the eyes of the customer. Listen to the customer & use feedback to drive improvement.

Engage, involve & consult with colleagues. Reflect on all aspects of diversity & equality. Top mgt to be visible & accessible.

Passion for eliminating waste & ensuring all efforts add value. Document the “value stream”.

Philosophies

- Customer First
- Teamwork & Leadership
- Elimination of waste
Staff Engagement & Involvement
Recognition and celebrating success is integrated within CI at all levels

2008 Winning Team - Delivery

2009 Winning Team - Retrieval

2010 Winning Team – Operations South

External Networking
Continuous Improvement
The Lean House (2)

- Performance Measurement
- Process Control & workflows
- Resource planning
Process Improvement
Adoption of the 5s tool is a good place to start

Improvement

5s Tool
Sort / See

Standardise
Stratify

Simplify / Sustain

Time
Performance Measurement

- Rationalise the KPI metrics.
- Set achievable targets.
- Chart key metrics (trends).
- Display in the workplace.
- Review & analyse result.
- Action improvement
Process Control (Understand Variation)

By reducing variation we can eliminate waste

Process capability:

- **PLAN**: Define
- **DO**: Measure / Analyse
- **CHECK**: Improve
- **ACT**: Control

**Deming 6 Sigma**

**Implement Solution**

**Process Variation**

**Time**

**Financial Impact**

By reducing variation we can eliminate waste.
Customer completes Registration Form & sends to Customer Services. Hard copy printed.

Check if more than 150 reqs per month then credit worthiness checked.

Assign marketing classification & check VAT number on internet to ensure valid.
Assign customer code (obtained from a hard copy register) & annotate front sheet.

Update UIS database with customer details etc. 4 x screens to update

Update CRM database with customer details (8 screens)

Update Relais database with customer details etc. 2 x screens to update.

Phone ITO back up (Eddie Langs) team for a password, add to form.

Mail handbook & compliment slip to customer.
Customer Registration (3)

Print a label (2 screens) from printer (often illegible so may need to Google to re-check details).

Send a welcome letter

Copy registration Form, place original in pigeon hole.

Line Manager picks up & checks work completed.

Form placed in tray.

Form then picked up & filed.
Continuous Improvement
The Lean House (3)

- Right 1\textsuperscript{st} Time (prevention)
- Staff Engagement / Involvement
- Training in Problem Solving

Right 1\textsuperscript{st} Time. Staff trained adequately. Problems are reported immediately. The process is visualised to ensure no problems hidden (5s). If problems occur, solve the root causes.
Create a culture where all colleagues see as part of their role the pursuit of never ending improvement. Management team actively encourage & promote this ethos.
Current Status of CI Activities
To date 322 activities completed or underway

Improvement Activities
• Comprising cross functional teams, local workplace teams & “Quick Kaizens”.

• Normally themes selected & managed at local level, lead by Line Manager.

• Participation increasing following identification of local “champions”.

<table>
<thead>
<tr>
<th>Year</th>
<th>HR</th>
<th>SM&amp;C</th>
<th>eIS</th>
<th>FCS</th>
<th>S&amp;C</th>
<th>O&amp;S</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>46</td>
</tr>
<tr>
<td>2008</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>106</td>
</tr>
<tr>
<td>2009</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>12</td>
<td>170</td>
</tr>
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Team based kaizen - Case Study 1
Merger of two areas in order to create space and improve productivity (winners of 2009 convention).

Low use serial store (Before)

Centralised on floor 7 building 6. Satellite base remained on mezzanine. Space created for storage

Benefits:
• Staffing reduced by 6 staff
• Space saving $250^2$ m
• (850 m shelving created)

Previously less current & non current journals spread across 4 locations
Team based kaizen - Case Study 2

Improvements in procedures for procuring & storing cardboard in order to create space & reduce cost.

**BEFORE**

Previously bespoke boxes purchased from an overseas supplier.

Long lead times, high stock levels & high cost.

**AFTER**

Standard designs created. Local supplier sourced. Shortened lead time. Stocked line side (kanban)

**Benefits:**

- Space saving $500^2$ m
- Safety & environmental benefit
- Reduced cost
- Housekeeping improved
Team based kaizen - Case Study 3

Delivery - Redesign of work flows & layout in order to release space & improve productivity.

Benefits:
• Staffing reduced 3 staff
• Space saving $220^2$ m
• Ergonomics improved
• Housekeeping improved

Created process map, identified waste, designed new process & then changed layout.
Normal situation – Standardised working method

<table>
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<th>Philosophies:</th>
<th>Customer First</th>
<th>Respect for the individual</th>
<th>Elimination of waste</th>
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</table>

• BL – Portfolio Management / Business Scorecard

• Toyota – Hoshin Kanri
Conclusion – whether Toyota or BL...
Delight your customer, eliminate waste and above all, act as one team.

http://www.youtube.com/watch?v=bo6vWP9I5JA