



Symbol

Symbol Consultancy & Academy

Boosting Productivity

- **Faster Innovation**
- **Smarter Operations**
- **Digitally Driven**

Inspire. Improve. **Impact.**





Our vision

Why

We believe there is hidden potential in every organization to perform better.

→ **Boosting Productivity**

How

We realize impact by helping organizations define a clear strategy, create the right CI mindset (Strategic) and professionalize the organization (Operational).

→ **Inspire, Improve, Impact**

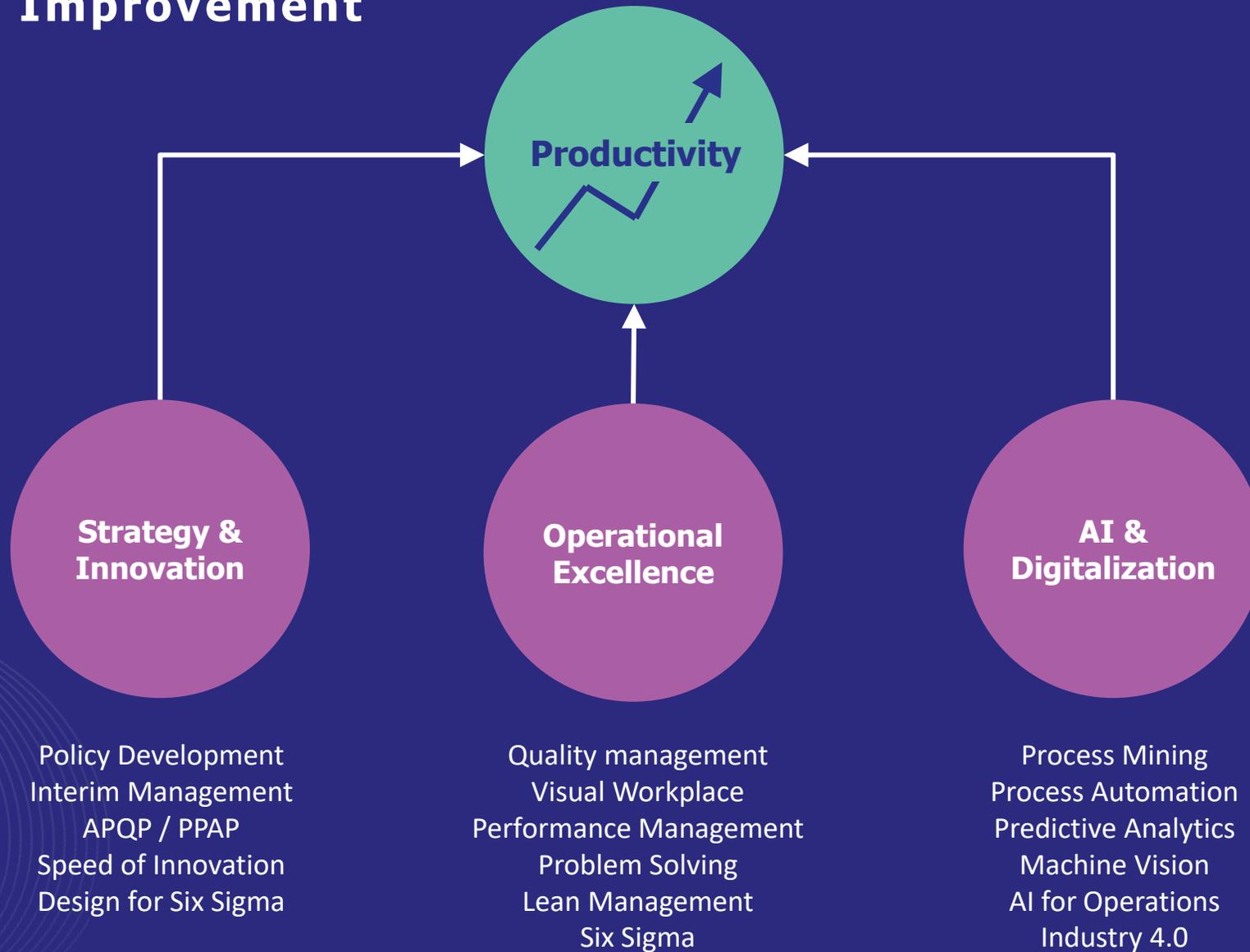
What

We provide consulting and interim capacity and organize training in the areas of Operational Excellence and Continuous Improvement.

→ **Consultancy & Training**



Productivity Improvement





Strategy & Innovation

Symbol guides organizations in formulating a clear vision and strategy for **Product development, Quality management & Operations management.**

Through the application of proven methodologies such as **Hoshin Kanri, Design for Six Sigma (DfSS), Speed of Innovation** and **APQP/PPAP**, Symbol helps companies create focus, optimize development processes and manage risks. The goal is to bring innovative solutions to market faster and flawlessly.

Symbol fills temporary positions through Interim and Project Management.

Result

- > More customer-oriented
 - > Powerful innovation culture
 - > Shorter time-to-market
 - > Fewer startup problems
 - > Lower development costs
-



Policy
development



Interim
Management



APQP
PPAP



Speed of
Innovation



Design for
Six Sigma



Operational Excellence

- Symbol guides organizations in establishing a Continuous Improvement organization and Problem Solving.
- Symbol supports the creation of a solid foundation with techniques such as 5S, performance management and stand-ups. We guide organizations in implementing Lean to make processes stable and predictable. We also apply Six Sigma to solve problems and reduce variation.
- We coach management in building a continuous improvement culture based on Kata and Organizational Behavior Management (OBM).

Result

- > Higher predictability
 - > Fewer rejects and incidents
 - > Shorter lead times
 - > CI culture and less turnover
 - > Lower operating costs
-



Quality
IATF16949



Visual
workplace



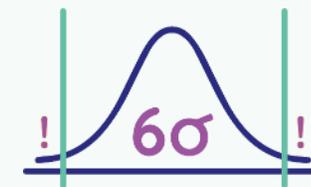
Performance
management



Kaizen
Problem solving



Lean
management



Six Sigma
advanced analytics

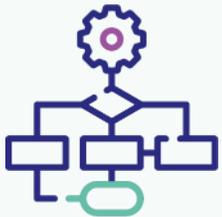


AI & Digitalization

- Symbol guides organizations through digitization and the transition to Industry 4.0. We modernize and update the Lean Six Sigma profession.
- Symbol focuses on Process simulation, Data Science and Digitalization. For example, we help companies analyze and simulate processes, implement digital work instructions, digital dashboards, automate information flows, real-time SPC and big process data analysis.
- Symbol is a Minitab Gold partner and FME-i4.0 ambassador. For setting up MES systems, digital twins and Vision, we work with a strong partner network.

Result

- > Real-time insight
 - > Higher responsiveness
 - > Better efficiency
 - > Higher predictability
 - > Fewer incidents
-



Process mining



Process automation



Predictive analytics



Machine vision



AI for operations



Industry 4.0 Smart factory



Our approach

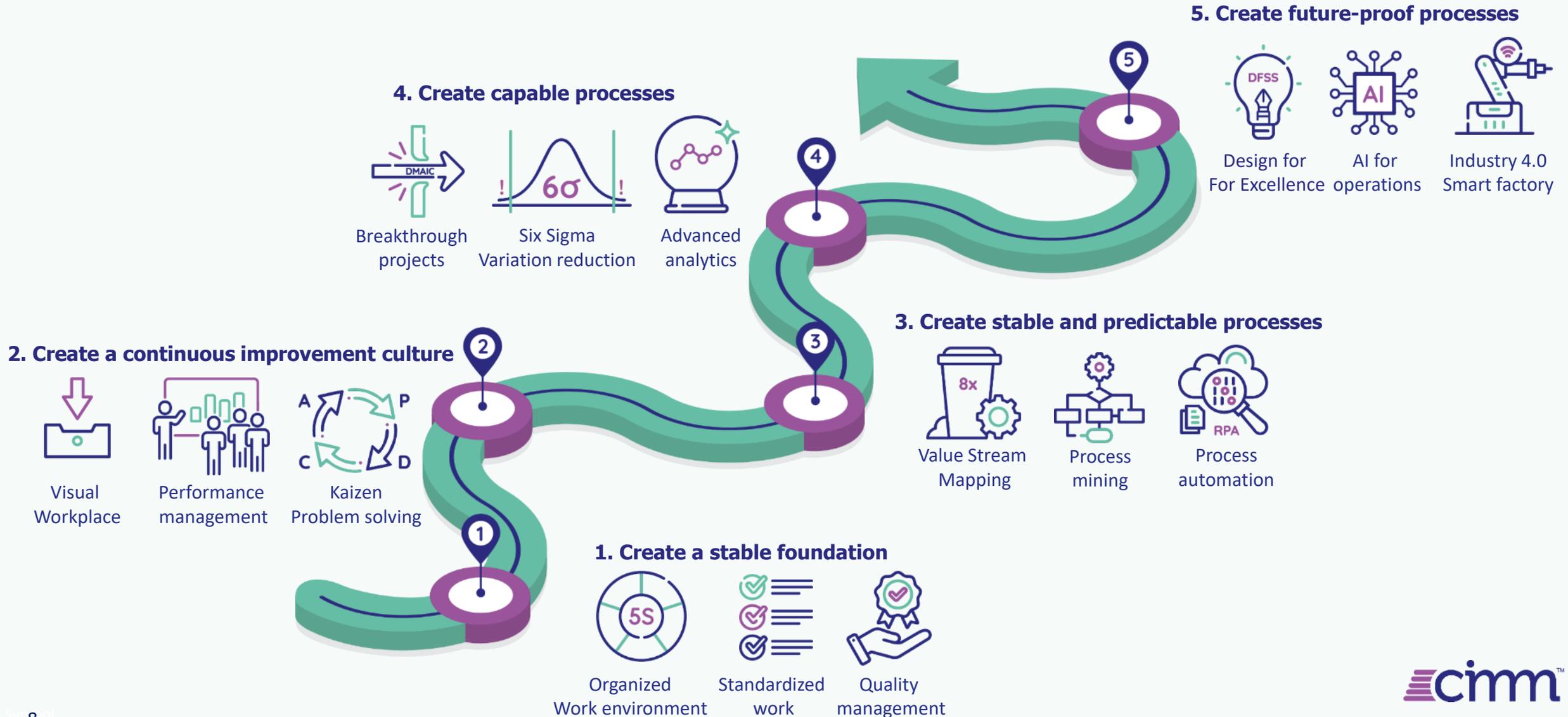
- Our approach starts with a thorough **diagnosis** of processes and data to identify inefficiencies and hidden opportunities for improvement. Based on this, we design a focused **improvement strategy** together with management, including clear goals in the areas of **Product development**, **Quality management** and **Operations management**.
- We **train** employees at all levels in Continuous Improvement, Quality Management, and Operations Management. We guide management in directing and implementing the improvement program and **coach** Green- and Black Belts in the application of continuous improvement, management of change, and execution of breakthrough projects.
- We provide temporary **expertise** and **capacity**. During the program, we **monitor** progress and impact using relevant KPIs.

"We are very satisfied with the tangible results that have been realized."





Process maturity (What)





Organizational maturity (Who)



Customer

Customer Value

Understanding what customers expect and continuously aligning with this through feedback.



Strategy

Strategy

Develop a clear "True North" that connects goals and brings focus to projects.



Leadership

Leadership

Shape a continuous improvement culture, and inspire and coach employees.



Behavior

Attitude & Behavior

Identifying and managing desired and undesired behavior.



Competences

Competencies

Targeted training and coaching to continually develop knowledge and skills.



Continuous Improvement Maturity Model

Strategy (True North)

By means of a CIMM assessment, the current maturity level is mapped out. We guide the management team in setting objectives (True North) and improvement strategy (Hoshin Kanri).

Realization

Breakthrough projects and CIMM building blocks are determined from the strategic and operational objectives. Our junior and senior consultants work with the teams to realize impact.

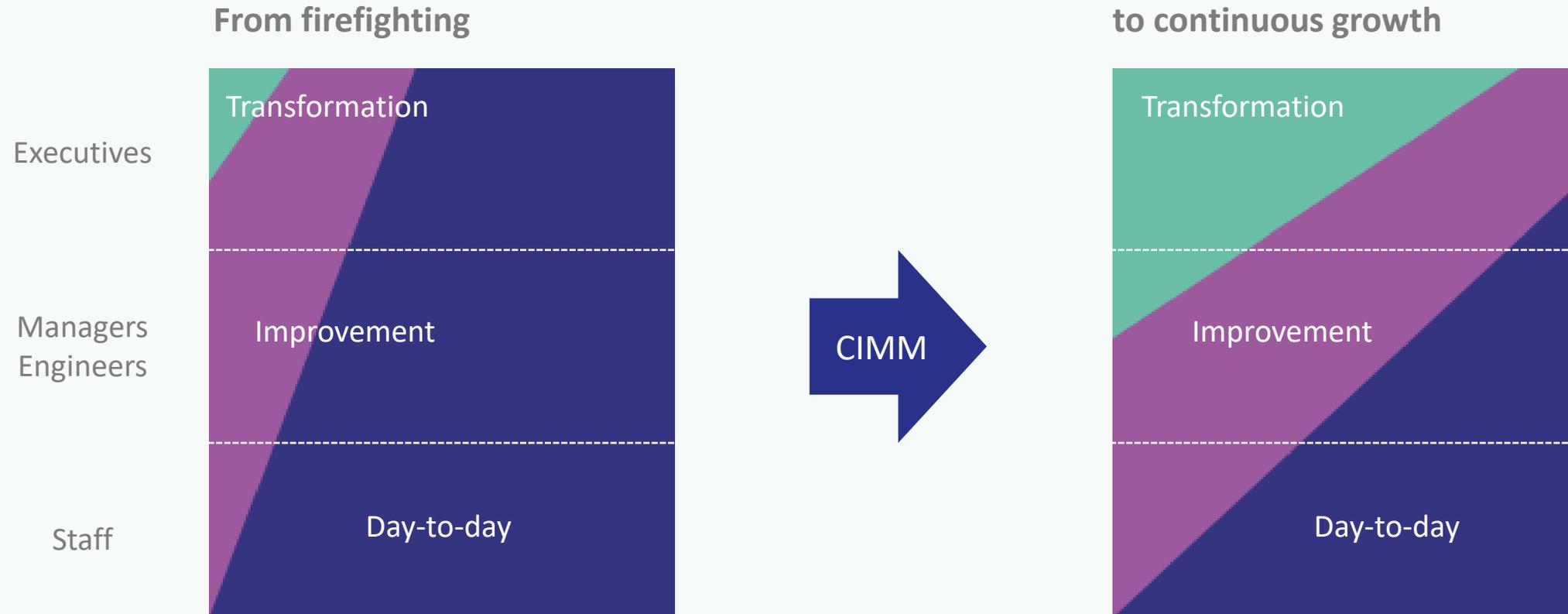
Competency development

We provide training at various levels to transfer knowledge and coach teams in the execution of projects.





Impact on organization





Branches



Automotive



Chemistry



Defense



Energy



Food & Pharma



High Tech



Industry



Logistics



Government



Business services



Our clients





"Symbol combines Quality management, Operations Management and Digitalization into one powerful approach."

"The team was direct and results-oriented; They kept it simple and effective."



Customer impact examples

- > **Goudsmit:** Implementation APQP process, critical high-tech customer order realized in a timely and qualitative manner.
- > **Tecnotion:** TWI Job Instructions: training process 50% faster, knowledge loss reduced and shorter lead times.
- > **Climax:** Data analyses, test time from several minutes to < 1 second, training system digitized (savings: >2M€).
- > **Eaton:** Flow-oriented assembly line designed, output of 2 → 8 products per week.
- > **Aeronamic:** Changeover time reduction and smart buffer management: Machine output increased more than 50%.
- > **Shin-Etsu:** Complaints reduced from 12 → 4 per year; quality improved via 8D and DMAIC; major customer retained.
- > **Trivium:** OPEX program cleaned up (80 → 8 projects); dashboards set up; progress and priorities secured.
- > **NVWA:** Turnaround time of WOO applications from 14 months → 6 weeks (saving 900k€).
- > **Sensata:** 22% more output from a plant that was already fully Lean. Various Six Sigma projects.
- > **Thales:** Lean fundamentals in 22 departments; 8M€ from intermediate inventory; 40% lead time reduction.
- > **Tata Steel:** 80 measurement systems improved; support IATF certification; dozens of GBs and BBs trained and coached.
- > **Reinaerdt Doors:** Lead time for 95% door types reduced from 16 days → 5 days.



Symbol

Symbol Academy

Improve yourself and your organization

TRAININGS & WORKSHOPS

Inspire. Improve. **Impact.**





Trainings & Workshops

Lean

- Lean White Belt
- Lean Yellow Belt
- Lean Green Belt
- Lean Green to Black Belt (upgrade)
- Lean Black Belt
- Lean Certification (LSSA).



Lean Six Sigma

- LSS Yellow Belt
- LSS Orange Belt
- LSS Green Belt
- LSS Green Belt 4o
- LSS Green to Black Belt (upgrade)
- LSS Black Belt
- Master Black Belt
- LSS Certification (LSSA).



Data science & digitization

- AI introduction
- AI for Operations
- Industry 4.0
- Process Mining
- Minitab
- Predictive Analytics
- PowerBI
- Power Automate
- Robotic Process Automation



Workshops & Games

- Lean Game (Popcorn Soda Ice)
- Lean Game (Airplane game)
- Lean Experience Center
- Experiencing variation
- 5S Workplace Organization
- Training Within Industry
- Value Stream Mapping



Change management

- Strategy Development & Deployment
- Champion
- Lean leadership
- Kata coaching
- Organizational Behavior Management



Innovation

- Design for Excellence
- Design for Six Sigma
- Design FMEA
- Speed of Innovation
- Systems Engineering & Architecting



Project management

- PRINCE2® (foundation)
- PRINCE2® (practitioner)
- AgilePM® (foundation)
- AgilePM® (practitioner)



Automotive

- APQP project management & PPAP
- 8D Problem Solving
- Internal Auditor ISO9001-14001
- IATF16949 Core tools.
- Internal Auditor IATF16949



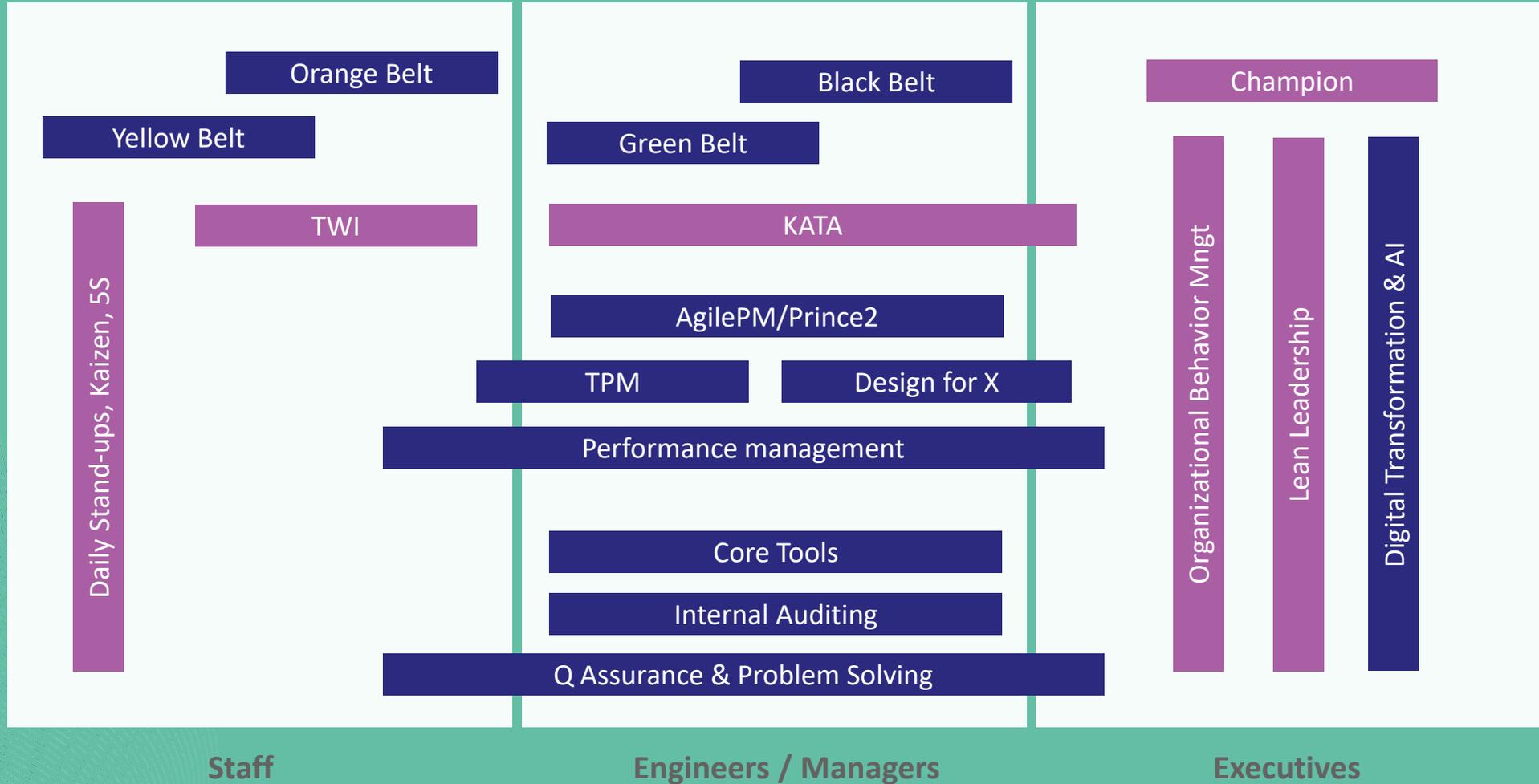


Trainings & Workshops

Process Improvement

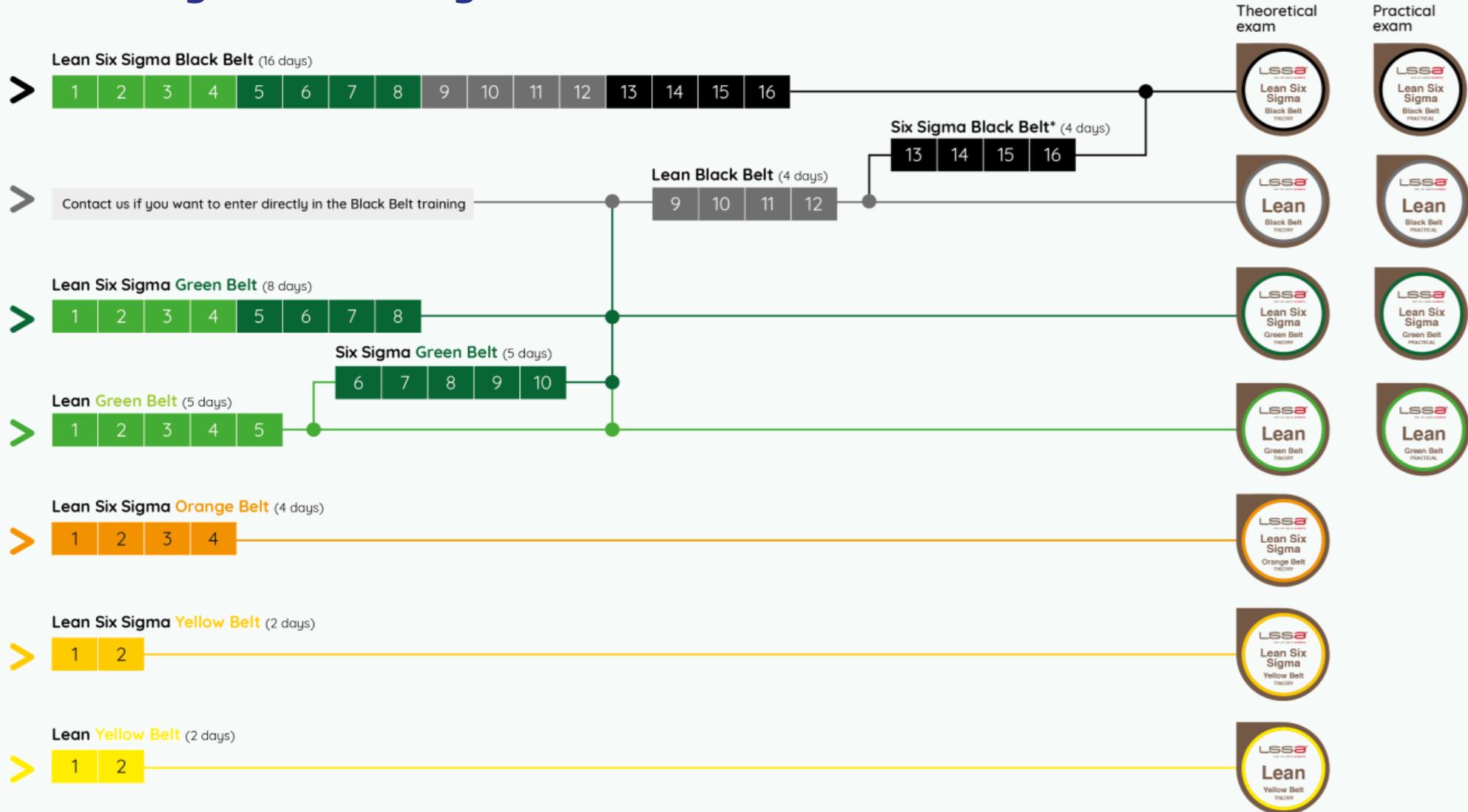
Operations management

Quality management





Lean Six Sigma training courses





Examples of development paths

- > **Thales:** Training Lean fundamentals in 22 departments; 8M€ from intermediate stock; 40% lead time reduction.
- > **DSM:** GB and BB trainings worldwide, in 6 different languages.
- > **FrieslandCampina:** 50 GBs and BBs trained and coached; many millions in savings.
- > **Tata Steel:** Training honor over 100 YBs, GBs and BBs & coaching.
- > **VDL ETG:** Training & coaching > 250 engineering (Lean Six Sigma, 8D problem solving & Coretools).
- > **DAF:** Training 42 internal auditors & IATF support.
- > **VMI:** Training more than 100 managers, GBs, BBs FMEA facilitators and auditors
- > **NVWA:** Training and coaching several groups of GBs and some BBs.
- > **For Farmers:** Training about 30 GBs and BBs
- > **DUO:** Training and coaching multiple groups of GBs.





Our team

Business Development

- > Account management
- > Training Advice
- > Marketing



Dick
CEO



Gerbrand
Business Development



Daniel
Account manager



Rose
Training Advisor



Rozan
Training Advisor



Ali
Marketing

Back office

- > Operations management
- > Planning
- > Finance
- > Facility & Support



Juan Manuel
COO



Nicole O.
Planner



Nienke
Back Office



Annalies
Back Office



Marco
Finance



David
Back Office



Our team

Experts

- > Interim & Business Consultants
- > (Master) Black Belts
- > Quality Managers
- > Project Managers
- > Data Scientists
- > Associate Consultants & Trainers



Annemiek
Lean Black Belt



Arnold
MBB



Dick
MBB | Management



Ed
MBB



Emiel
Lean & Kata



Joep
Black Belt



Juan Manuel
MBB | Management



Karen
Digitization



Mauricio
Automotive



Marijn
Black Belt



Matteo
Consultant



Merijn
Consultant



Nicole O.
Automotive



Peter
Automotive



Rens
Automotive



Ricardo
Digitization



Robert-Jan
MBB | Management



Roel
Black Belt



Sandra
Lean Black Belt



Thom
MBB



Yuri
Digitization



Edwin
Associate



Ghislaine
Associate



Harry
Associate



Henk
Associate



Martijn
Associate



Niels
Associate



Peter B.
Associate



Peter R.
Associate



Reinier
Associate



Our locations



Enschede

Palatine 14
7521 PN Enschede



Amersfoort

Station Square 26
3818 LE Amersfoort



Eindhoven

Achtseweg Zuid 221
5651 GW Eindhoven

Incompany training

- > Netherlands
- > Europe

Open enrollment

- > Amersfoort
- > Breda
- > Eindhoven
- > Enschede
- > Groningen
- > Zwolle

Contact



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Symbol



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