



Lean Champions – 2025 Annual Projects Summary

Continuous Improvement through 5S & Kaizen



Annual ceremony – January 2026, Pravets

www.lean.bg

Team



Plant



Products: Current and Voltage Sensors



Total area: 6 570 m²

Total number of employees: **370**

Scope of activities:

- Toroidal and linear winding
- Assembly
- Resin Potting
- Test & Calibration of Current and Voltage sensors

Customers:

SIEMENS, ABB, Huawei, Yaskawa, Volvo, Alstom and others

Annual performance – KPI table



Name of the plant

Quarters 2025	5S				Kaizen projects					Voting score		Quarterly results 2025
	First audit result	Second audit result	Target	5S score %	KPI	Before	After	Target	Score %	Avg. score	Avg. score %	
Q1	88%	92%	92%	100%	AM on time impl.	0%	20%	20%	100%	4.7	73.3%	91.1%
Q2	30%	73%	70%	100%	AM on time impl.	20%	40%	40%	100%	0	0%	67%
Q3	95%	95%	95%	100%	AM on time impl.	17%	37%	37%	100%	2.14	71%	90.4%
Q4										---	---	---

Colour indicator: ● above 90% | ● 80–90% | ● below 80%

Note: Final quarterly results are calculated as a weighted average of 5S, Kaizen and Voting scores.

Q1 Kaizen Project – Problem, Scope and Targets



Problem

Defining the problem:

The stability of production process is defined by the equipment reliability. Often micro stops, quality losses and breakdowns are challenges, that can't be solved only by maintenance team. That's why in LEM we need a system which will involve the operators to act like an owners and to take care of the equipment. Autonomous maintenance is a key element to fulfil this need.



Project Scope

Define the scope of the project :

To reduce micro stoppages of production equipment of SSVT line by implementation of Autonomous maintenance done by operators.



Target and result

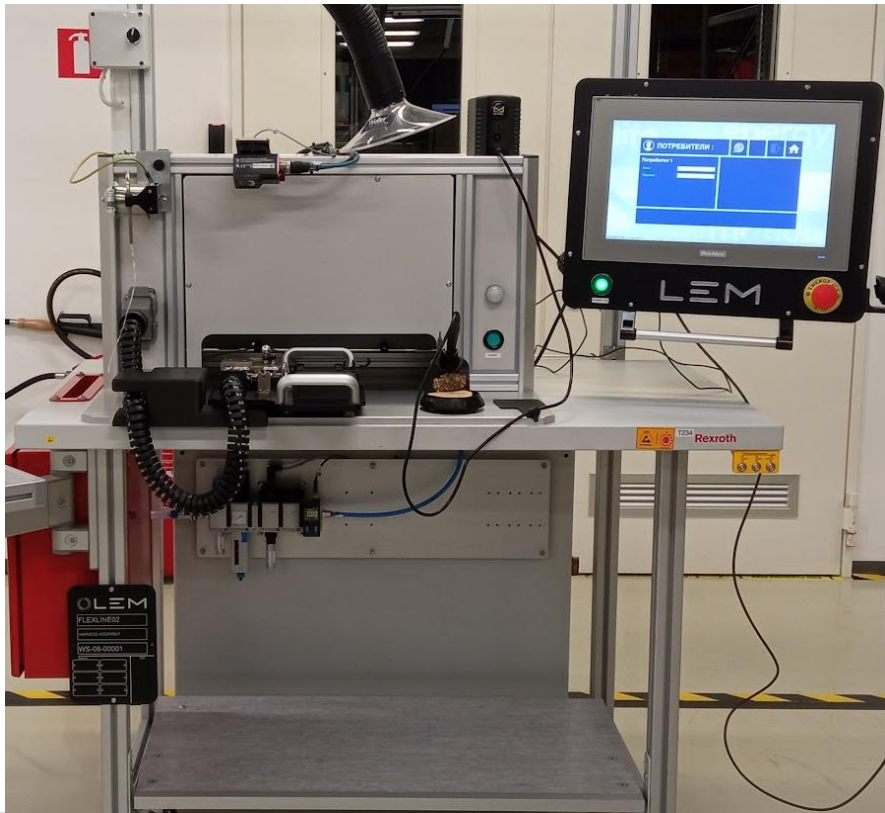
KPIs	Measurement unit	Baseline	Target	Result	Savings
Equipment availability	%	94.30%	95%	94.55%	0.25% (21 hours/1 year)
Period		Q1 2025	Q2 2025	Q3 2025	

Q1 Kaizen Project – Before & After

Before

Define the problem:

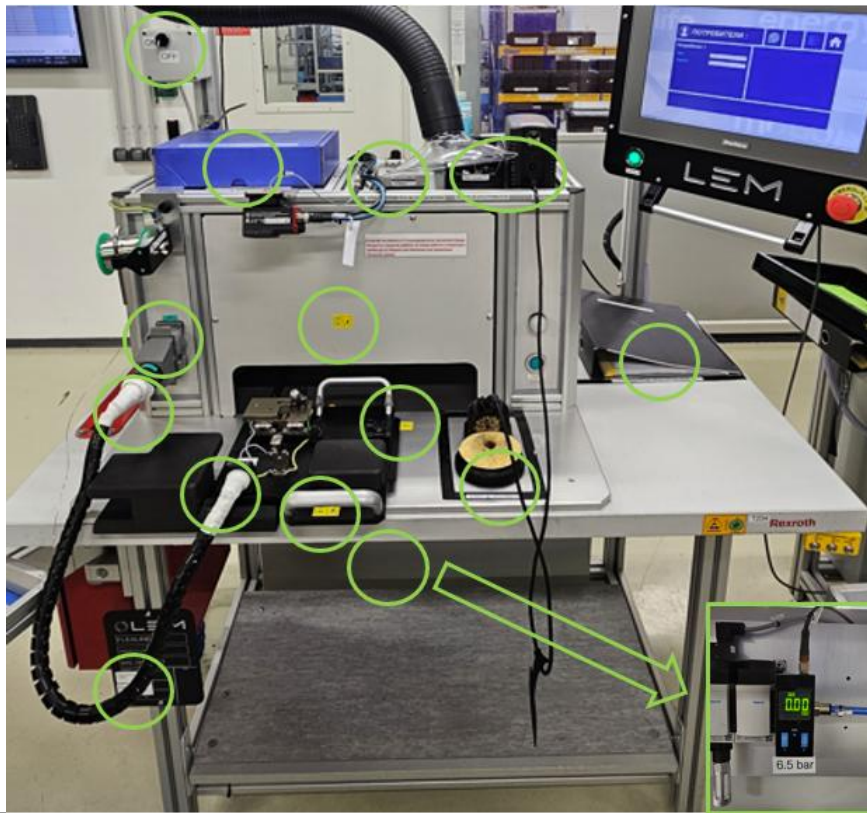
Missing tools, visualisation labels and Work instructions.
Worn out parts left without attention.



After

Define the improvement:

Area arrangement – places for Golden devices, tool and instructions were allocated. Worn out parts are fixed .
Visual stickers for AM, tools and instructions are applied



Q2 Q3 Kaizen Project – Problem, Scope and Targets



Problem

Defining the problem:

The stability of production process is defined by the equipment reliability. Often micro stops, quality losses and breakdowns are challenges, that can't be solved only by maintenance team. That's why in LEM we need a system which will involve the operators to act like an owners and to take care of the equipment. Autonomous maintenance is a key element to fulfil this need.

Project Scope

Define the scope of the project :

To reduce micro stoppages of production equipment of HC5FW line by implementation of Autonomous maintenance done by operators.

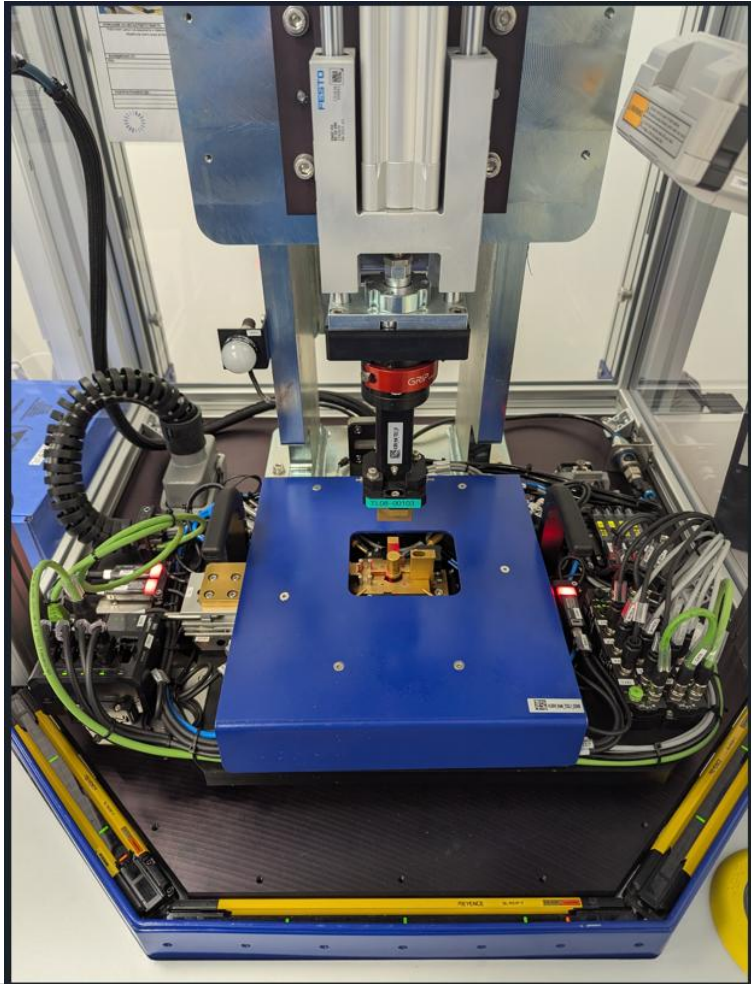
Target and result

KPIs	Measurement unit	Baseline	Target	Result	Savings
Equipment availability	%	-	95%	96.85%	1.85% (7 hours/90days)
Period		Q1 2025	Q2 2025	Q3 2025	

Q2 Q3 Kaizen Project – Before & After

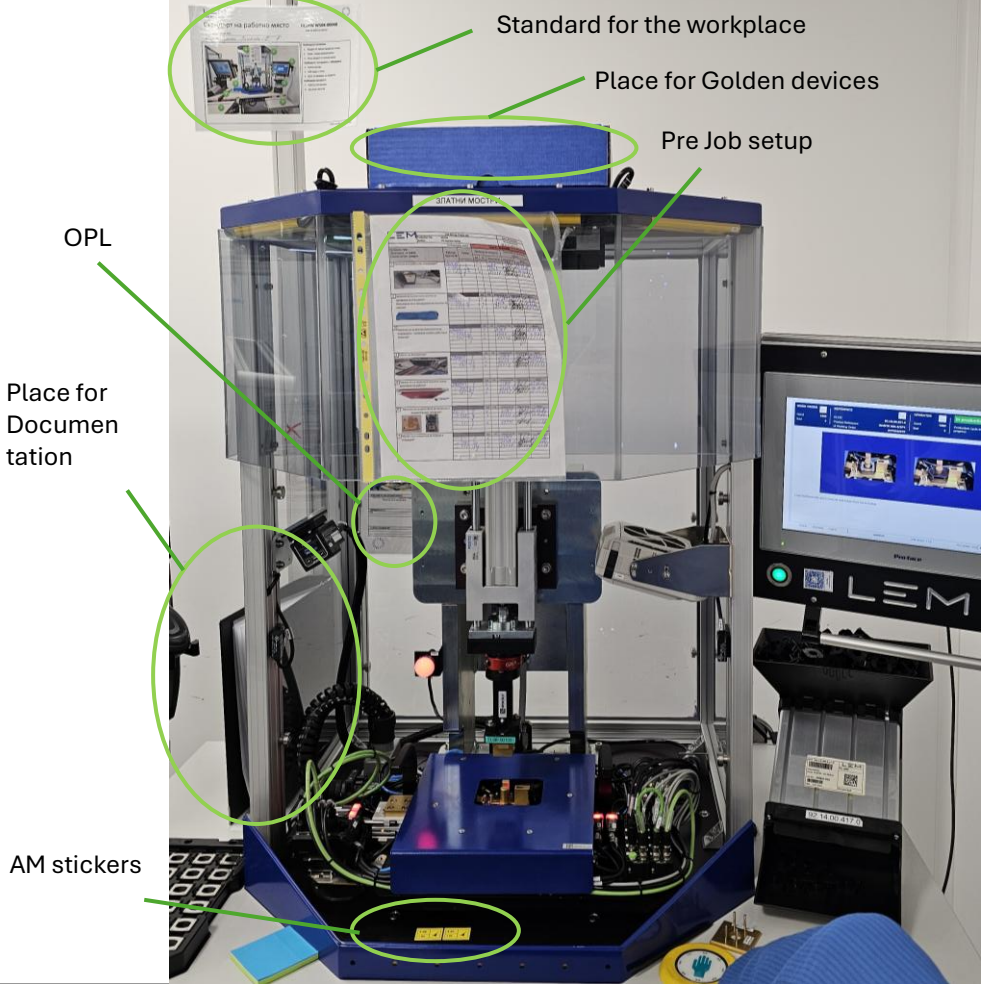
Before

Define the problem:



After

Define the improvement:



Q4 Kaizen Project – Problem, Scope and Targets



Problem

Defining the problem:

LEM Bulgaria growth initiatives for FY 2025-2026 includes the transfer of 12 products , on 2 production lines , with planned SOP of December 2025. The upcoming transfer requires at minimum 95 sqm production space.



Project Scope

Define the scope of the project :

Optimize the layout of LFxx10 and the bill of process , with the aim to match the current production output and sales demand and decrease overall footprint.

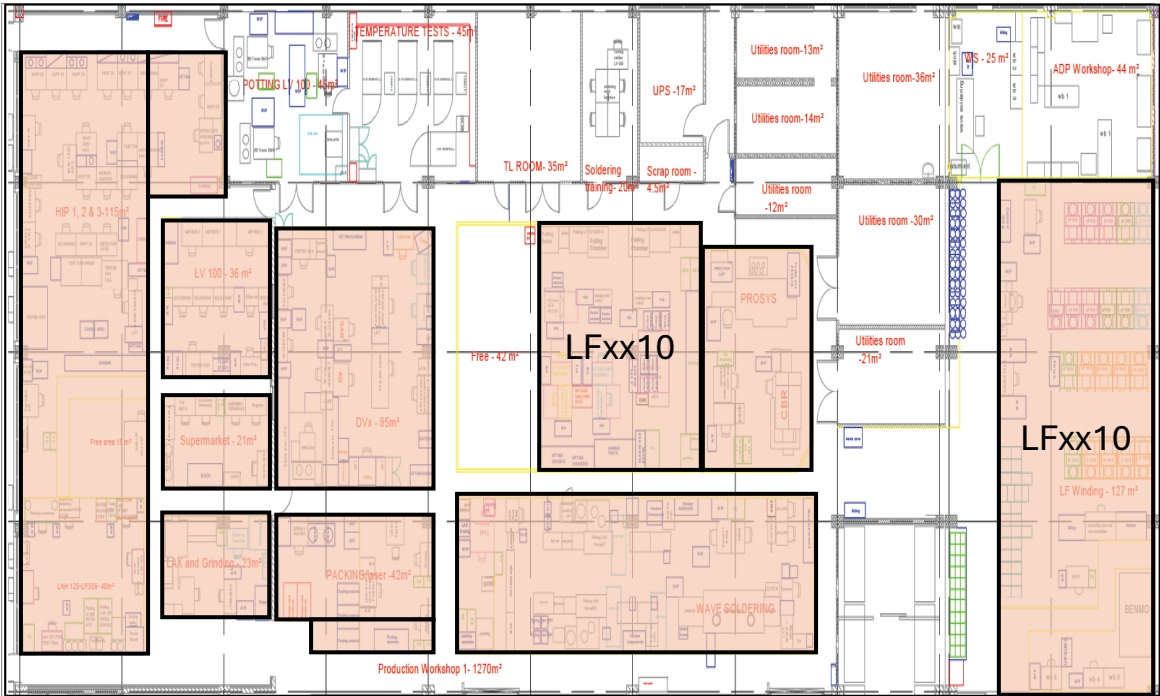


Target and result

KPIs	Measurement unit	Baseline	Target	Result	Savings
Free Square Meter FL1	M2	0	95	~ 95	> 37 539 BGN / yearly
Walking distance S/A	Meter	28.5	< 15 m	2.5	
RM WO preparation time , daily	minutes	~ 300	< 200	~ 175	
Period		2025	Q3 2025	Q4 2025	

Q4 Kaizen Project – Before & After

Before



No available space to install Wave 1 and Wave 2

After



Wave 1 and Wave 2 installed successfully

What we have learned from our Kaizen projects

- TPM – Operator ownership is the real enabler
- TPM – Visual tools beat classic trainings in terms of day-to-day efficiency
- Involving the people working in the spot , on the machine is the key to faster implementation
- Decreasing variation in planning and increasing structure leads to stable output
- Kanban sizing does not have a golden quantity – it needs to be iterated based on current needs and situation
- Kanban principles must be followed as rules not recommendations , if you want to avoid chaos and disturbances

Summary of the main results and benefits of the year.

Tangible (quantitative):

- 5S standards for more than 100 workplaces
- Layout optimized with 95 sqm
- FTE optimization related to the event is more than 37k BGN / yearly
- AM successfully implemented on 3 production lines

Intangible (qualitative):

- Higher cross-department engagement related to 5S
- Improved workplace organization and standardization
- Stronger drive for less variation
- Creating the sense of change and active environment

Our long-term vision and commitment

- Expand autonomous maintenance to all production lines
- Complete 5S Standards creation for all workplaces in the company
- Expand 5S culture, standards and audits to the office area
- Optimize RM and FG WH via Kaizen events
- Continue TPM training to all operators

We would like to sincerely thank Lean.BG for creating and organizing this event and for building a community we are proud to be part of.

Participating in hands-on sessions and connecting with colleagues across sites, industries, and cities truly brings us together around a shared goal — continuous improvement and success together. Thank you all for your openness, collaboration, and support.

Last but not least, we would like to express our special thanks to our main Lean champion and supporter, Pavel Larionov, for driving Lean initiatives and change, and for keeping the Lean spirit strong and alive.