

Lean Champions – 2025 Annual Projects Summary

Continuous Improvement through 5S & Kaizen



Annual ceremony – January 2026, Pravets

www.lean.bg

Team



Products: Shopfitting



Plant



Total area: 13 000 m²

Total number of employees: 160

Scope of activities:

- Shopfitting
- Furniture for public spaces – bars, hotel and restaurants
- Metal parts for the industrial

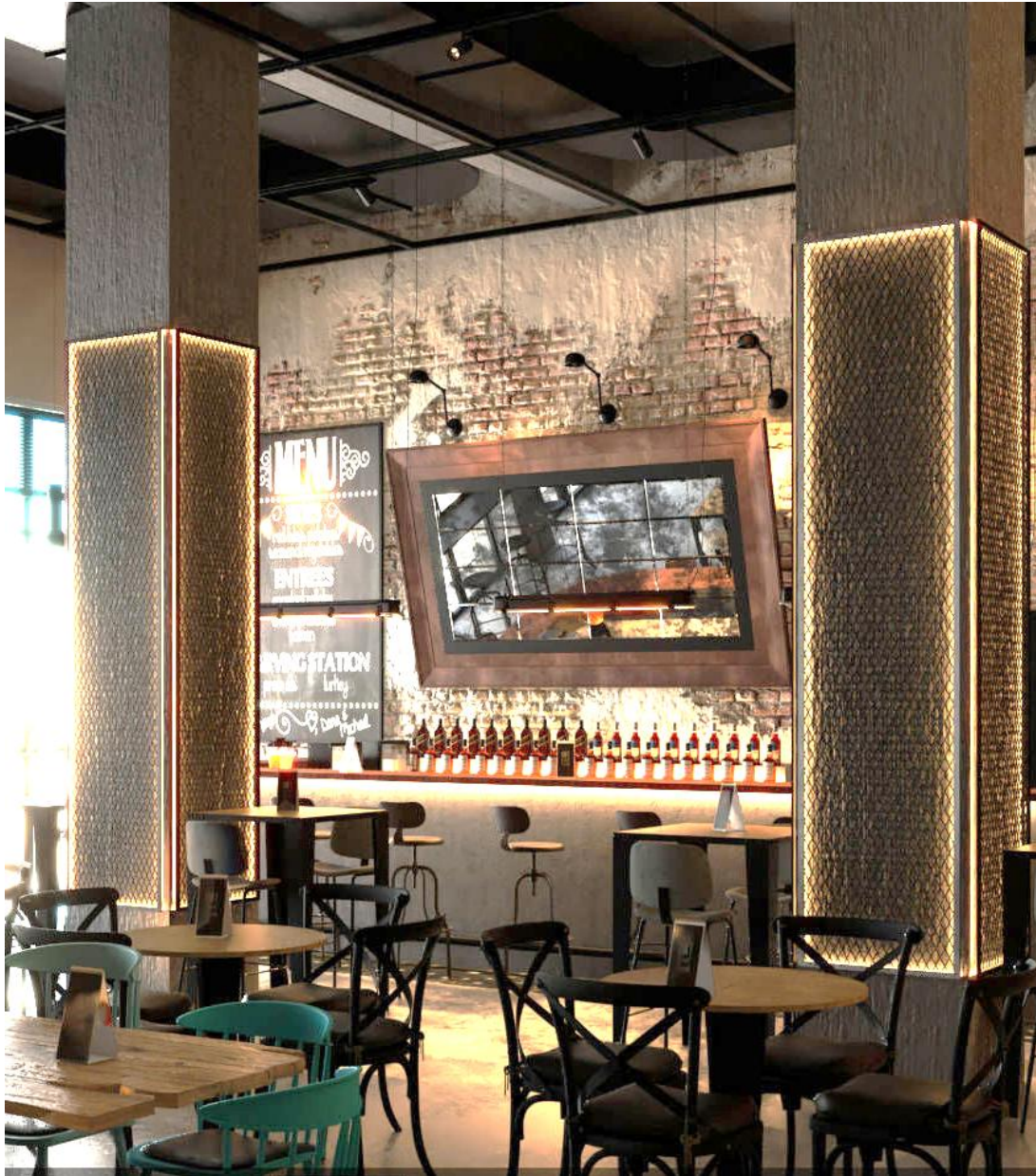
Customers:

ARRAY Group, HH Global, Linder, ERGA, Envipco, BGC AD, DIAM, etc.





NIKI LTD Pravets



Annual performance – KPI table



NIKI LTD

Quarters 2025	5S				Kaizen projects					Voting score		Quarterly results 2025
	First audit result	Second audit result	Target	5S score %	KPI	Before	After	Target	Score %	Average score	Score %	
Q1	23%	68%	60%	100%	Result	0%	37.0%	37.0%	100%	5	80%	93,3%
Q2	57%	94%	97%	97%	Result	37.0%	57.0%	57.0%	100%	1,91	64%	87%
Q3	53%	85%	80%	100%	Result	57%	69.0%	69.0%	100%	1,93	64%	88,1%
Q4	53%	90%	80%	100%	Result	69%	100%	100%	100%	---	---	---

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:

However, over time, there is a deterioration in the maintenance of the equipment due to the lack of a culture.
Even new machines quickly depreciate.
This leads to the need to introduce autonomous maintenance in order to improve the care of the equipment and build sustainable habits among the operators.



Project Scope

Define the scope of the problem :

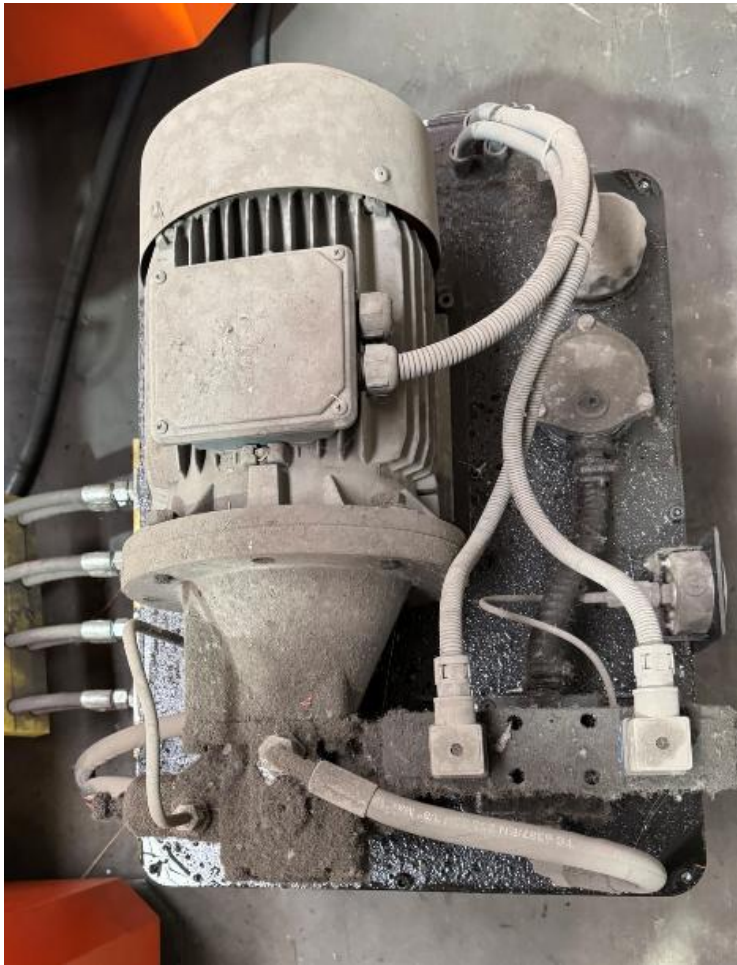
Creating an action plan for implementing autonomous maintenance of key type A machines. Started with 4 machines - 3 laser cutting machine and one bending machine.

№	Наименование на машина	Модел	Вътрешно фирмен номер	Тежест	Текущ статус	Претеглен статус	Януари			Февриари			Март		
							w	w	w	w	w	w	w	w	w
1	Огъващ център SALVAGNINI 54	Lean P2	230	5%	100%	5,0%									
2	Лазер NUKON	Vento 315	229	10%	100%	10,0%									
3	Тръбен лазер	BLM LT5		11%	100%	11,0%									
4	Машина за лазерно рязане	L5-30	64	11%	100%	11,0%									

Q1 Kaizen Project – Before & After

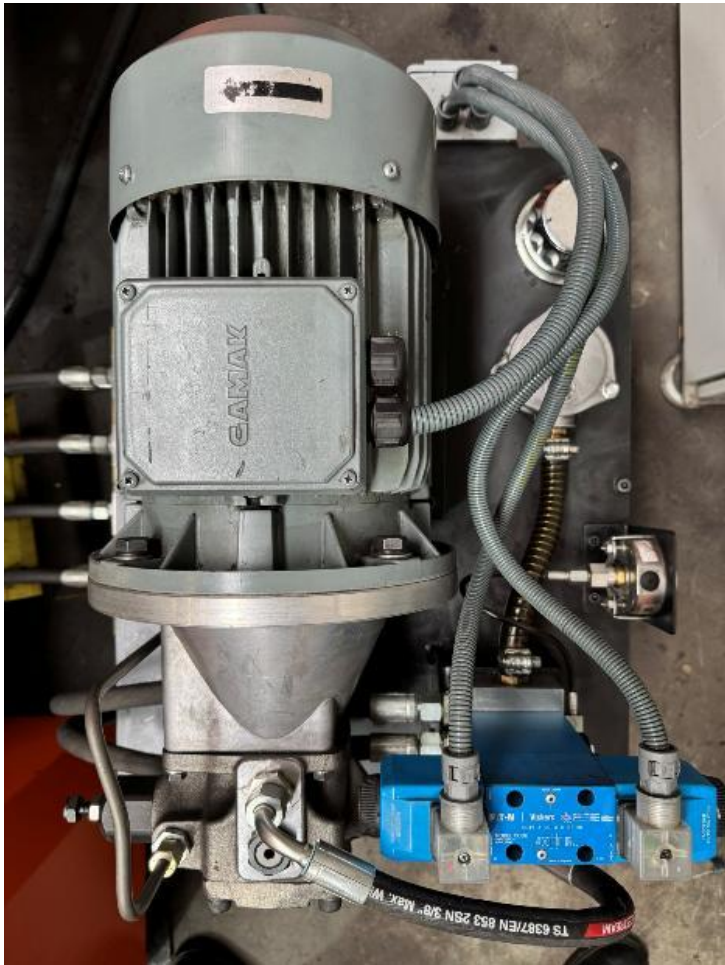
Before

Nukon laser – Vacuum pump



After

Nukon laser – Vacuum pump



Q1 Kaizen Project – Before & After

Before

BLM laser – electric cabinet filter



After

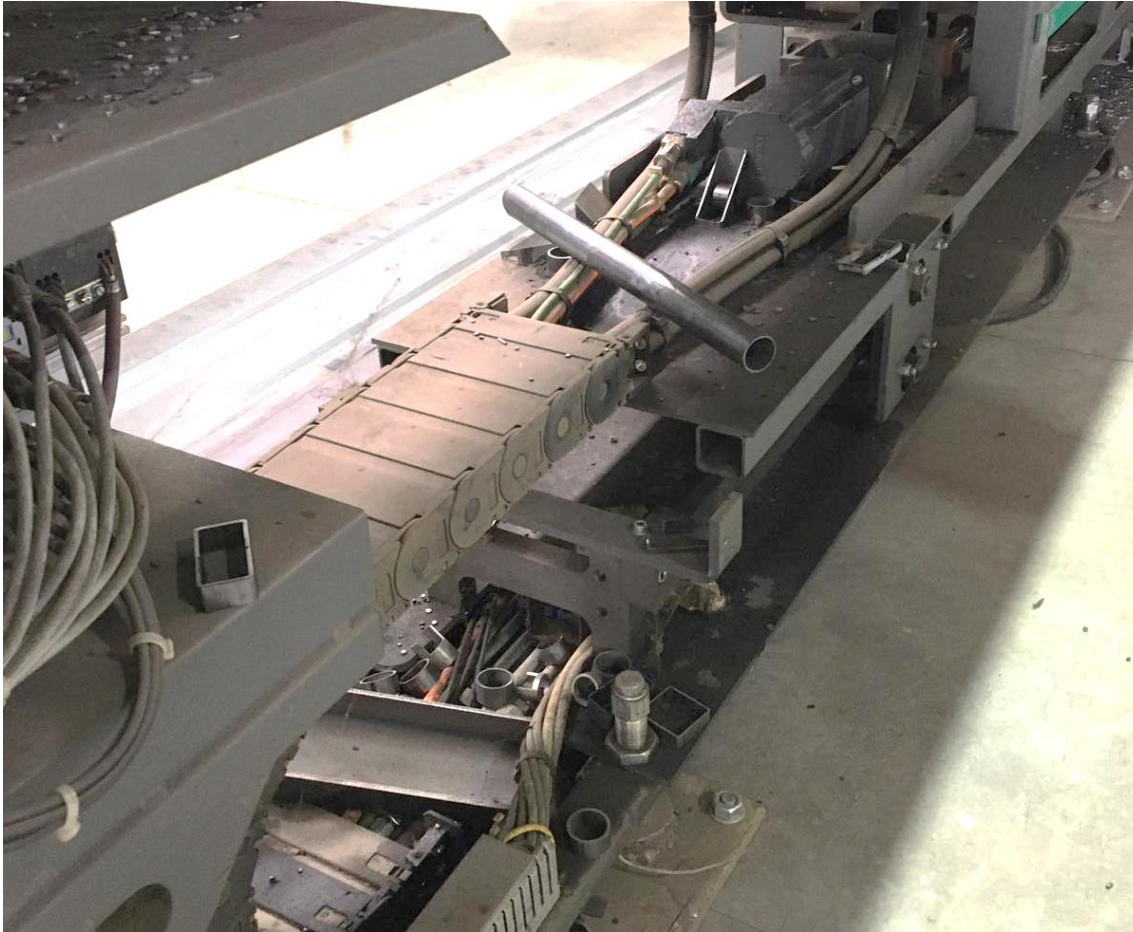
BLM laser - electric cabinet filter



Q1 Kaizen Project – Before & After

Before

BLM laser – Unload system



After

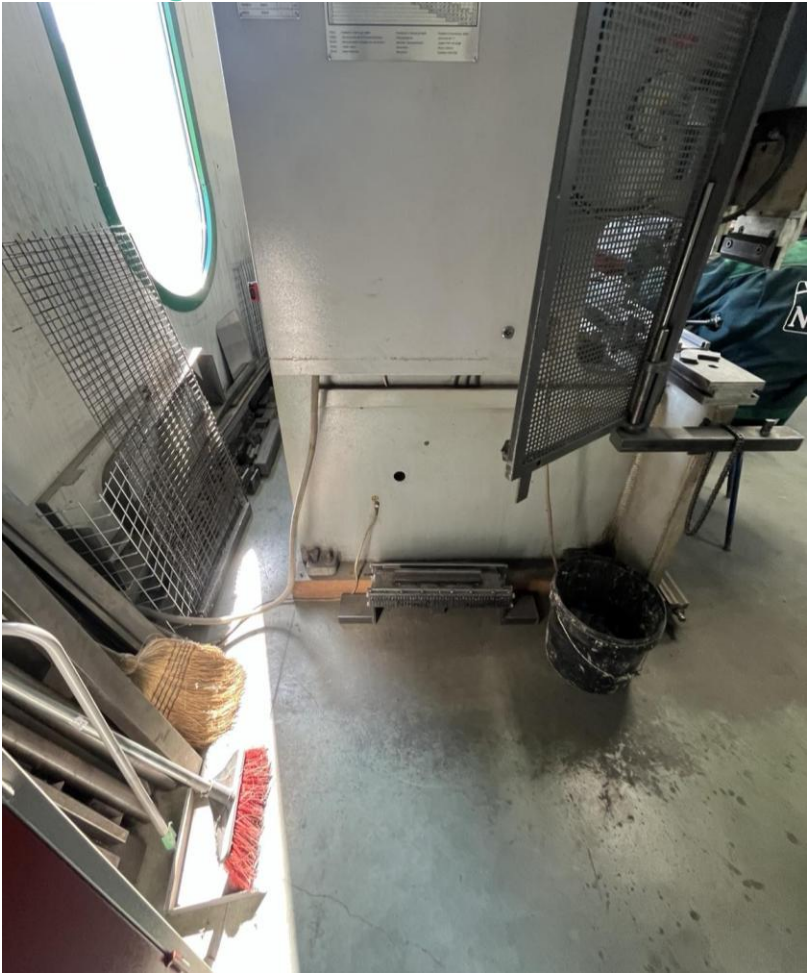
BLM laser – Unload system



Q1 Kaizen Project – Before & After

Before

Tools for cleaning



After

5S cleaning station



⚙️ Problem

Defining the problem:
*However, over time, there is a deterioration in the maintenance of the equipment due to the lack of a culture.
Even new machines quickly depreciate.
This leads to the need to introduce autonomous maintenance in order to improve the care of the equipment and build sustainable habits among the operators.*



📊 Project Scope

Define the scope of the problem :
Creating an action plan for implementing autonomous maintenance of key type A machines. Q2 we continue with **7** machines - 6 bending machine and one milling machine.

№	Наименование на машина	Модел	Вътрешно фирмен номер	Тежест	Текущ статус	Претеглен статус	Април							Май							Юни						
							14	15	16	17	18	19	20	21	22	23	24	25	26								
5	Абкант Karmet	SERVALO 1530-40TN	18	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6	Абкант Baykal	1250X35 APH	153	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
7	Абкант Baykal	APHS 125040	214	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
8	Абкант Baykal	APHS 2604X60	7	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
9	Абкант Baykal	APHS 2606X90	173	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10	Абкант Baykal	APHS 3106X120	167	3%	100%	3,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
11	Фреза DMC 1035V	DMC 1035V	195	2%	100%	2,0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Q2 Kaizen Project – Before & After

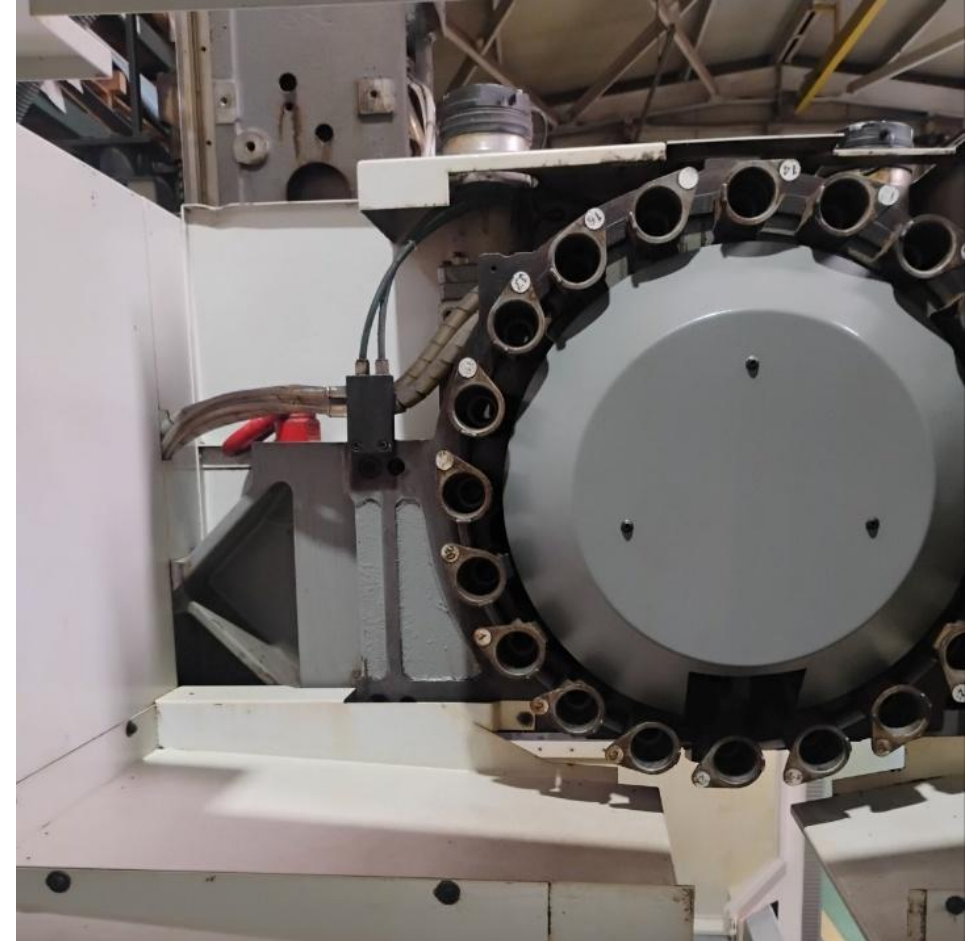
Before

Milling machine – Tool magazine



After

Milling machine -Tool magazine



Q2 Kaizen Project – Before & After

Before

Bending machines – electric cabinet



After

Bending machines – electric cabinet



Q2 Kaizen Project – Before & After

Before

Cabinet for tools behind bending machines



After

Cabinet for tools behind bending machines



After

Standardization

30 YEARS NIKI		Автономна поддръжка Фреза Hass Mini Mill №195					
Номер	Изпълнител	Действие	Символ	Интервал	Планирано време (мин.)	Нужни инструменти	Описание
195.1	O	Почистване		1C	10		Почистване на машината от остатъчни отпадъци и стружки.
195.2	O	Змазване		1C	5		Гресируйте страничните направляващи релси на вратата.
195.3	O	Почистване		1C	10		Почистете стружките от устройството за смяна на инструменти.
195.4	O	Инспекция		1M	5		Проверете нивото на резервоара за масло и го допълнете и почистване на филтъра.
195.5	O	Почистване		1M	20		Почистване с пистолет с въздух на ел. табло и вентилатори - (не по-малко от 20 см.)
195.6	O	Смяна		6M	30		Почистване на филтъра за масло-охлаждащата течност.
O Оператор						Дата на създаване:	Създал:
П Поддръжка						25.7.2025	Стоян Дилов

30 YEARS
NIKI

Инструкция за Автономна Поддръжка

№ 195

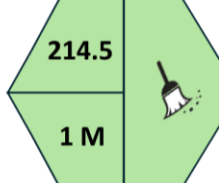
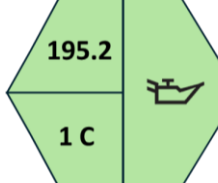
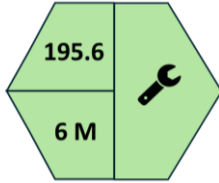
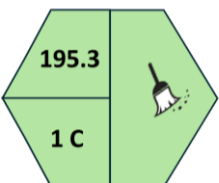
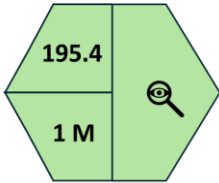
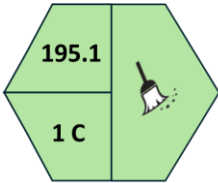
Точка 195.3

Почистете стружките от устройството за смяна на инструменти.

Точка 195.4

Описание:
Проверете нивото на резервоара за масло и го допълнете.





Q2 Kaizen Project – Before & After

Before

Tools



After

Tools



⚙️ Problem 1

Defining the problem:

However, over time, there is a deterioration in the maintenance of the equipment due to the lack of a culture. Even new machines quickly depreciate. This leads to the need to introduce autonomous maintenance in order to improve the care of the equipment and build sustainable habits among the operators.



⚙️ Problem 2

Defining the problem:

Employees in the packaging and assembly department waste a lot of time searching for tools. This slows down the production process and leads to losses for the company.



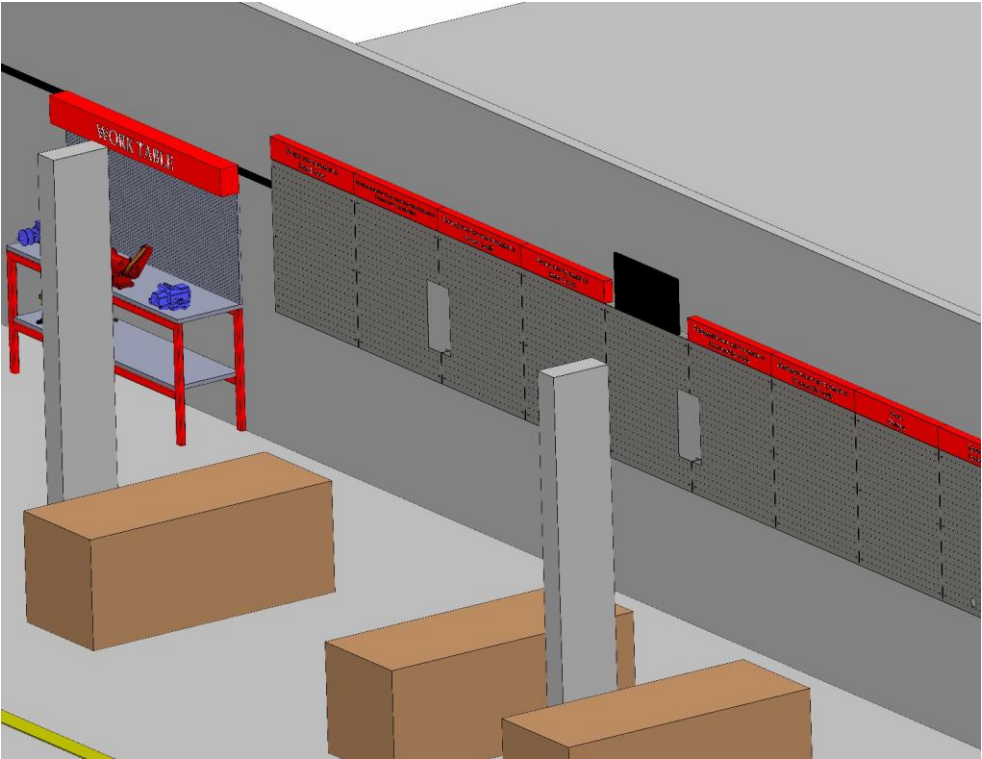


Project Scope

Define the scope of the problems :

- 1. Creating an action plan for implementing autonomous maintenance of key type A machines. Q3 we continue with **6** machines.
- 2. Creating an action plan has been created to build a tool wall. The goal is for each worker to know where each tool is located and to have a visual management of the tools.

№	Наименование на машина	Модел	Вътрешно фирмен номер	Тежест	Текущ статус	Претеглен статус	Юли				Август				Септември			
							w	w	w	w	w	w	w	w	w	w	w	w
11	Фреза DMC 1035V	DMC 1035V	195	2%	100%	2,0%												
12	Огъващ център	Salvagnini	230	4%	100%	4,0%												
13	Струг	C404TE / 1000мм	172	2%	100%	2,0%												
14	Фреза HAAS	Dekel Maho	231	2%	100%	2,0%												
15	Фреза HAAS	VR-1DHG	221	2%	100%	2,0%												
16	Струг HAAS	TL-1 HE	211	2%	100%	2,0%												



Q3 Kaizen Project – Before & After

Before

HAAS TURING machine – Oil pump



After

HAAS Turing machine – Oil pump



Q3 Kaizen Project – Before & After

Before

HAAS Turing machine – Chip container



After

HAAS Turing machine – Chip container



Q3 Kaizen Project – Before & After

Before

Packaging and assembly department



After

Packaging and assembly department

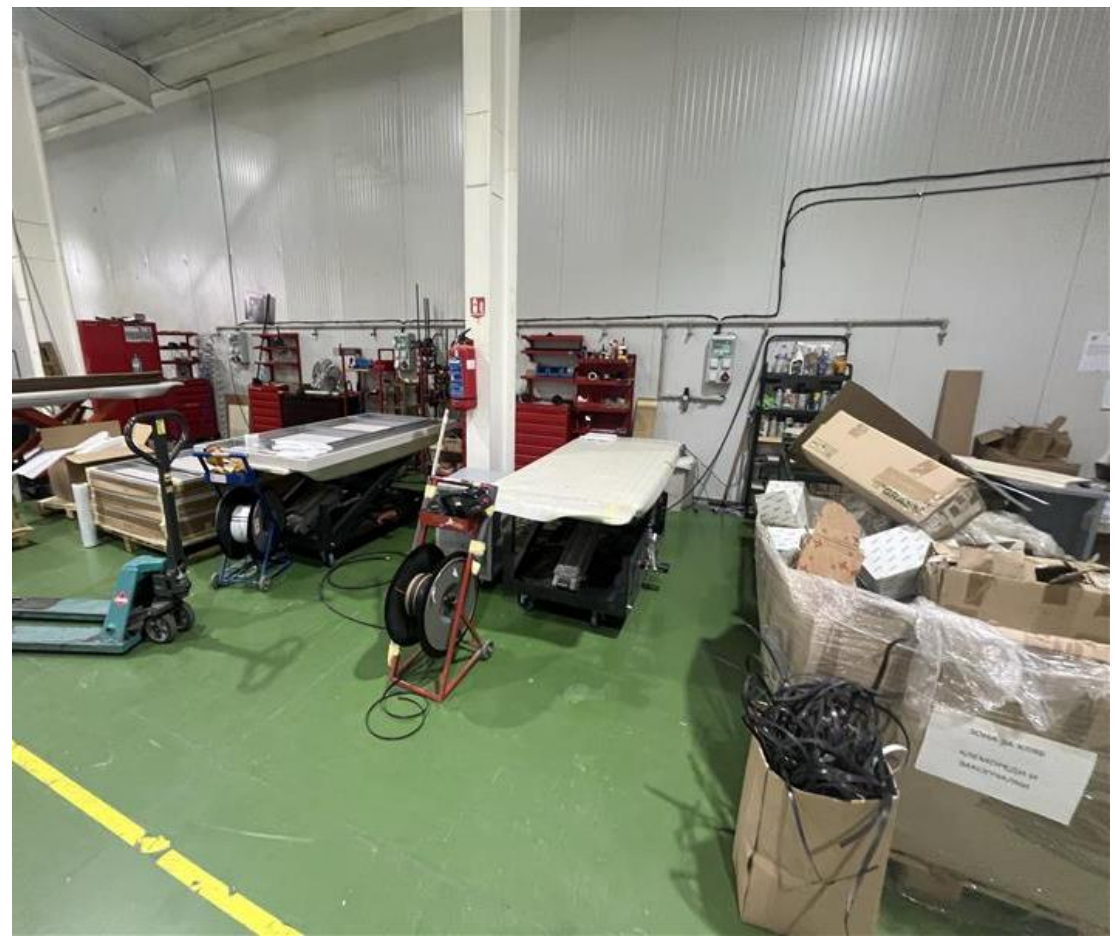


Q3 Kaizen Project – Before & After



Before

Packaging and assembly department



After

Packaging and assembly department

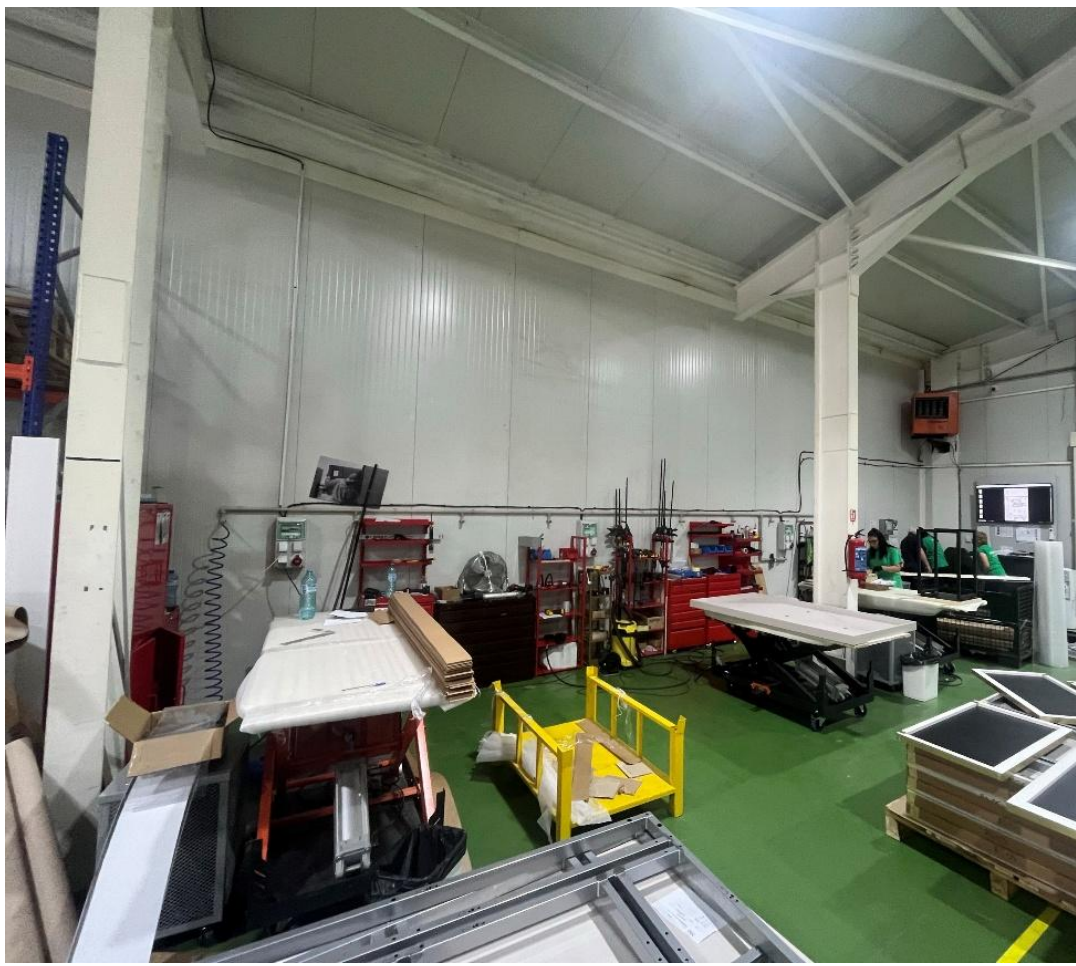


Q3 Kaizen Project – Before & After



Before

Packaging and assembly department



After

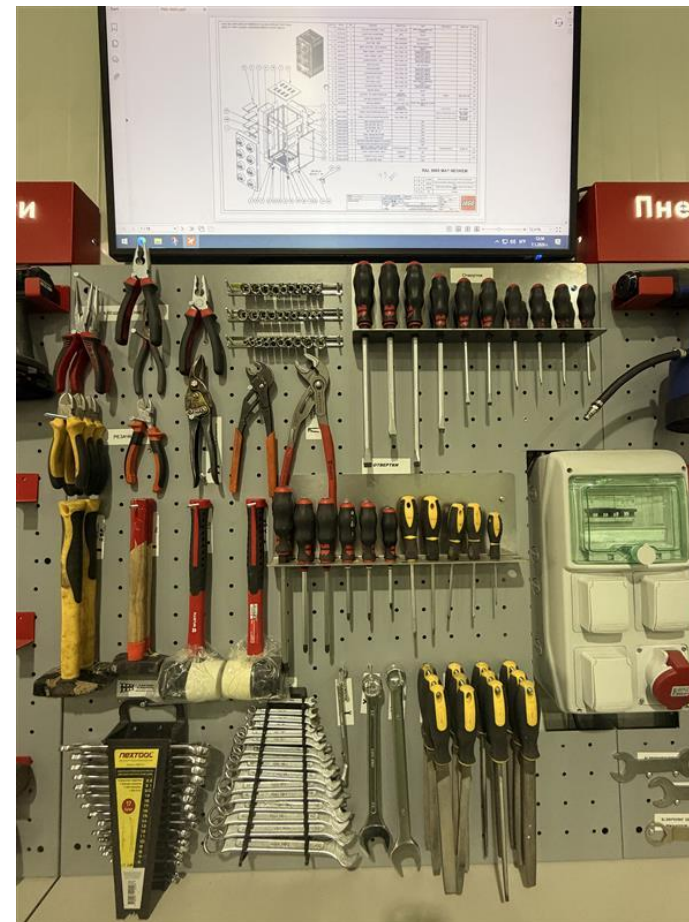
Packaging and assembly department



Q3 Kaizen Project – Before & After

After

Packaging and assembly department



Q4 Kaizen Project – Problem, Scope and Targets

⚙️ Problem 1

Defining the problem:

However, over time, there is a deterioration in the maintenance of the equipment due to the lack of a culture.

Even new machines quickly depreciate.

This leads to the need to introduce autonomous maintenance in order to improve the care of the equipment and build sustainable habits among the operators.



⚙️ Problem 2

Defining the problem:

In the packaging and assembly department, in the soldering area is in poor condition. Materials and supplies are not organized. This reduces employee efficiency and causes losses for the company.





Project Scope

Define the scope of the problems :

- 1. Creating an action plan for implementing autonomous maintenance of key type A machines. Q4 we continue with **6** machines. 4 metalwork machine and 2 woodwork machines
- 2. Creating an action plan has been created to build a new soldering area and work bench. The goal is for each worker to know where each tool is located and to have a visual management of the tools.

№	Наименование на машина	Модел	Вътрешно фирмен номер	Тежест	Текущ статус	Претеглен статус	Октомври				Ноември				Декември			
							w	w	w	w	w	w	w	w	w	w	w	w
							41	42	43	44	45	46	47	48	49	50	51	52
17	2D огъваща машина	CFM 620	126	3%	100%	3,0%												
18	3D машина за огъване на тел	AFM-3D8T	176	3%	100%	3,0%												
19	Прахова линия	AAbo Ideal	231	15%	100%	15,0%												
20	Външна прахова линия		141	1%	100%	1,0%												
21	Кантираща машина	SCM K560	10	4%	100%	4,0%												
22	Пактетния циркуляр	Holma HPP200	2	5%	100%	5,0%												



Q4 Kaizen Project – Before & After



Before

SMC edging machine broken pipes of duster system



After

SMC edging machine replace pipes of duster system



Q4 Kaizen Project – Before & After



Before

Soldering area



After

Soldering area



After

Q4 Kaizen Project – Before & After

After

Packaging and assembly department



💡 What we have learned from our kaizen projects

- Autonomous maintenance is extremely important for the health of machines
- Machine operators are key to the good condition of the machines
- Good workplace organization leads to increased employee efficiency
- Small but continuous improvements lead to significant long-term results
- Visual management makes it easier to monitor processes and detect abnormalities
- Employee involvement increases the sustainability of improvements
- Regular Kaizen meetings improve communication between teams
- Preventive maintenance reduces unplanned downtime
- Clearly defined responsibilities improve discipline and execution
- Operator training improves quality and workplace safety



Summary of the main results and benefits of the year.

Tangible (quantitative):

- Implementation of autonomous maintenance on 22 machines
 - **3 laser machines**
 - **2 panel bender machines**
 - **6 Bending machines**
 - **3 Milling machines**
 - **2 Turing machines**
 - **2 Wire bending machines**
 - **2 Woodwork machines**
 - **1 small power coating line**
 - **1 big power coating line**
- Reorganization of two key areas(Prefabrication department and final assembly department) in the implementation of 5S

Intangible (qualitative):

- Higher motivation of the Employees
- Employees realized that maintaining and organizing a workplace is important and leads to good results.
- Higher awareness of equipment condition and early problem detection
- Improved workplace safety culture
- Increased employee engagement and involvement in continuous improvement
- Development of technical skills and knowledge of operators



Our long-term vision and commitment

- Expand autonomous maintenance to all machines
 - 200 Metalwork machines
 - 25 Woodwork machines
- Standardize 5S audits across departments
 - Joinery department
 - Welding department
 - Powder coating department
- Continue Kaizen training for all operators
 - All production employees
- Increasing efficiency through digitalization of production
 - Autonomous support
 - Technical documentation
 - Feed back from production



We would like to thank you our colleagues, Lean Champions community and Lean Bulgaria for their support and collaboration throughout the year.

Thank You !

