



Lean Champions – 2025 Annual Projects Summary

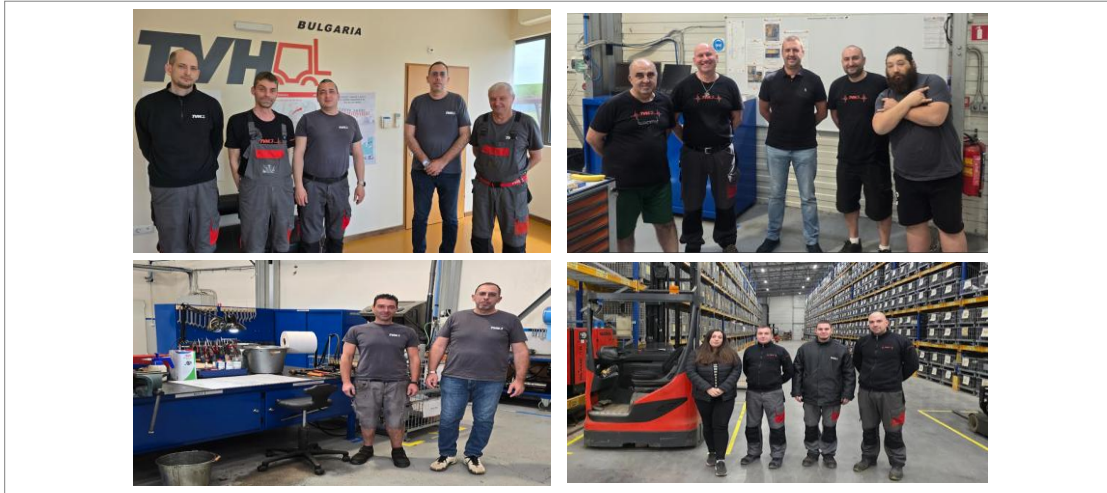
Continuous Improvement through 5S & Kaizen



Annual ceremony – January 2026, Pravets

www.lean.bg

Team



Products: AC & DC motors, steering axles, reducers, transmissions, pistons, injection pumps, forklift kits



Plant



Total area: 6 200 m²

Total number of employees: 35

Scope of activities:

- Trade and repair of lifting, transport and industrial equipment
- Trade with spare parts for lifting, transport and industrial equipment

Customers:

Above 75 000 all over the world

Annual performance – KPI table



TVH Bulgaria

Quarte rs 2025	5S				Kaizen projects					Voting score		Quarterl y results 2025
	First audit result	Second audit result	Targe t	5S score %	KPI	Befor e	After	Targe t	Score %	Avg. score	Avg. score %	
Q1	9%	61%	45%	100%	Efficiency, pcs	8729	9997	9200	100%	4,5	70,8%	90,3%
Q2	27%	97%	60%	100%	LT reduction, days	29	24	24	100%	1,82	61%	87%
Q3	50%	97%	80%	100%	Perform., pcs/m.	45	53	50	100%	2,21	74%	91,2%
Q4	32%	95%	60%	100%	Cost avoid.€	0	62k	50k	100%	---	---	---

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

Q1 Kaizen Project – KITs assembly



Problem

Defining the problem:

- Low productivity: 2024 targets are not reached by 3,1%
- High performance fluctuation: from -19,9% to +28,3%
- Low effective layout and lack of space
- Bad material and tools handling



Project Scope

Define the scope of the project:

Q1 project focuses on the assembly of KITs. 5S implementation and optimization of material flow.



Target and result

KPIs	Measurement unit	Baseline	Target	Result	Savings
Increase of productivity	Pcs/month	8 727	9 200	9 997	Increased turnover by 5,5%
Efficiency increase	%	0	5,4	5,5	
Period		2024	March 2025	April 2025	

Q1 Kaizen Project – Before & After

Before

Define the problem:

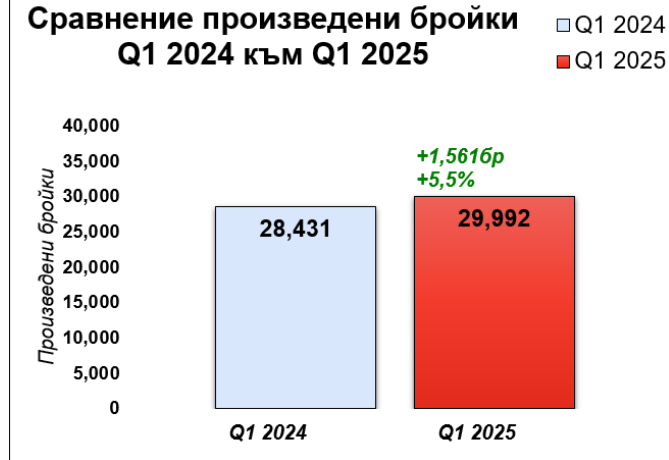
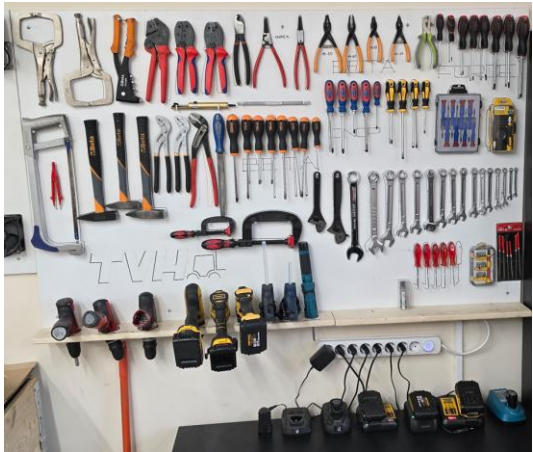
Not reaching the monthly performance targets, poor layout organization, storage of tools and materials



After

Define the improvement:

Implementation of 5S, tools organization, visual standards.



slide 6

Q2 Kaizen Project – Before & After

Before

Define the problem:

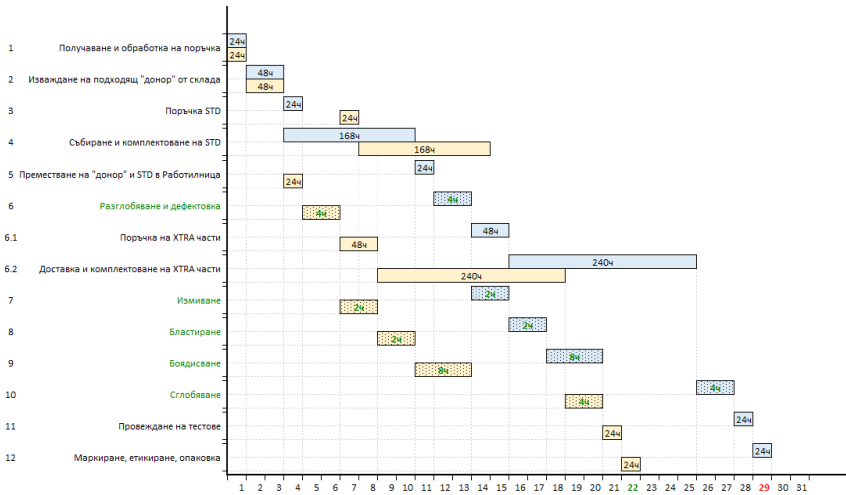
Poor 5S at the WP and layout; long LT;



After

Define the improvement:

Implement 5S and ergonomics on the WP; Continuous flow and Pull, Decrease the LT.



Problem

Defining the problem:

- Not reaching the performance targets: -24%
- High fluctuations.
- Completely missing 5S.



Project Scope

Define the scope of the project:

Implement 5S. Implement Lean Principles: Identify the Value; VSM; Create flow; Establish Pull; Continuous Improvement.

Target and result

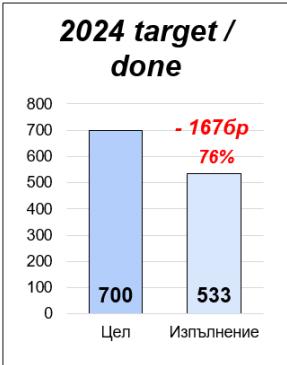
KPIs	Measurement unit	Baseline	Target	Result	Savings
Reach monthly performance	pcs	45	50	53	
Reach annual target	pcs	533	700	684	
Period		2024	September 2025	October 2025	

Q3 Kaizen Project – Before & After

Before

Define the problem:

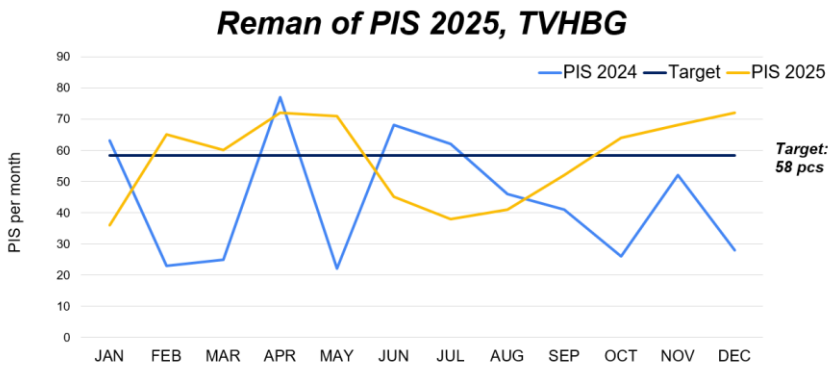
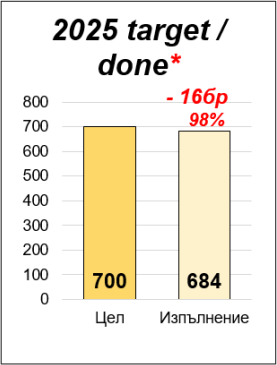
Poor productivity; high fluctuation, missing 5S.



After

Define the improvement:

5S and Lean principles have been implemented, visual standards.



Q4 Kaizen Project – Warehouse, buffer stock area



Problem

Defining the problem:

- Missing 5S in the Warehouse area
- Big buffer stock – appr. 50k €
- Large area is occupied for the buffer stock



Project Scope

Define the scope of the project:

- Implement 5S in the Warehouse
- Perform inventory of the buffer stock item and input them into the ERP
- Input the buffer stock item into the production
- Reduce buffer stock area
- Split the warehouse space to dedicated areas



Target and result

KPIs	Measurement unit	Baseline	Target	Result	Savings
Buffer stock items	€	0	50 000	62 000	Cost avoidance 62 000€
Buffer stock area	m²	64	32	32	
Period		2024	December 2025	January 2026	

After

What we have learned from our kaizen projects

- 5S, KAIZEN and LEAN methodology, tools and work not only in a big companies with a serial production
- All staff started to change their mindset in a positive way; 5S and KAIZEN culture is a must!
- Increased ownership and accountability of the staff to their field of activities
- Established a routine for daily 5S checks
- Establish a base for a further growth
- Better cross-department collaboration

Summary of the main results and benefits of the year.

Tangible (quantitative):

- 5S scores improved by +200%
- Improved efficiency from 5,5% to 33%
- Cost avoidance of 62 000 €
- Production balancing and avoidance of fluctuations

Intangible (qualitative):

- Higher motivation and engagement
- Improved workplace organization
- Stronger problem-solving culture
- Team work

Our long-term vision and commitment

- Start of TPM implementation
- Standardize 5S audits across departments
- Standardize Safety audits across departments
- Increase the Quality ratio of the in-house production items
- Continue Kaizen training for all operators

Thank You

We would like to thank to all colleagues, Lean Champions community and Stoyan Neshevski for their support and collaboration throughout the year.

