

SMART – iObeya, the best of both worlds for Lean Management

PSA Peugeot Citroën Group, Paris/France



Users adopted the interactive tools very naturally, as if they knew how to use them already. The enthusiasm was immediate.

Transforming Obeya rituals into SMART - iObeya rituals

PSA Peugeot Citroën Group in France has been a pioneer in deploying a Lean Management strategy since 2007. Lean at PSA, known as *the Excellence system*, was employed to improve the group's long term performance, whilst sustaining both internal and external customer satisfaction.

PSA Peugeot Citroën Group first chose to implement visual management rituals called Obeya (a Japanese term designating a large meeting room) in certain departments. These Obeyas helped make problems more visible and assisted with the group's ability to solve them.

Bernard Cohen, IT Innovation Director, recalls, "A former colleague explained their Obeya meeting rituals to me; suppliers coming to the Paris region twice a week all the way from northern France, sticking post-it notes onto extremely confidential information. I felt there must be a better way of dealing with the travel constraints and coordinating the various participants."

In 2010, as part of its overall collaboration strategy, the PSA Peugeot Citroën Group saw the opportunity to move to iObeya, the digital version of the physical Obeya developed by Kap IT, combined with the use of SMART Board® interactive whiteboards.

Deploying SMART - iObeya on a large scale

To implement this solution, PSA Peugeot Citroën selected three technology providers 1) With its SMART Boards, SMART Technologies offered teams the ability

Challenge

Dealing with travel constraints for collaboration with various participants working in multiple sites worldwide.

Solution

More than 100 SMART Board® interactive whiteboards.

More than 6,000 daily users of SMART – iObeya solution worldwide.

Result

Real time multi-site collaboration and greater collegial association between teams.

A more collaborative and active management of projects.

Data security: improved information exchange and confidentiality of data.

An immediate Return on Investment thanks to space savings and reduced travel requirements.

to participate in stand-up meetings rituals and place digital iObeya sticky notes on SMART Board® interactive whiteboards. 2) Microsoft Lync afforded participants the ability to share information between SMART Boards and carry voice. 3) iObeya, the digitizing visual management solution for Lean Management, allowed all participants to work exactly the same way virtually as they did in person.

"This solution perfectly fits all our standard requirements, is simple to maintain and very user-friendly," comments Stéphane Lalmanach, IT project Manager.

"This project did not encounter any obstacles," says Frédéric Durka, Head of Strategic Projects and Intranet for iObeya Multi-Sites. "Everyone was satisfied. Users did not need any training. They adopted the tools very naturally... And when people forget about the technology they are using it means we have really been successful."

Immediate enthusiasm from Business Units

Enthusiasm from business units across the PSA Peugeot Citroën Group was immediate. Today, PSA Peugeot Citroën creates over twenty new iObeya projects every week.

"It is possible to interact with other members of a project from anywhere, anytime," says Eric Faure, Quality Specialist - Information Systems.

Christophe Verrier, Sales Department Manager, France for Second Hand Vehicles – Automobiles Peugeot adds, "Some vehicles sell better in certain locations than in others. The ability to discuss such a topic more easily and visually, allows you to make adjustments to your points of sale and transfer a vehicle from Toulouse to Lyon because the dealers there are more interested in this type of vehicle."

SMART - iObeya resulted in an immediate Return on investment thanks to reduced travel requirements and space savings, while respecting data security and confidentiality constraints. The solution creates a friendliness and solidarity amongst teams. It facilitates responsiveness and a more collaborative and active management of projects, with lots of feedback from all participants.

PSA Peugeot Citroën Group advised on three tips to start deploying iObeya, according to Jean-Pierre Dumoulin, Chief Technology Officer, "You must try it and once you have tried it, you adopt it."

Frederic Durka adds, "Then you absolutely need to keep it simple. And start at the top management level with highly visible Obeya rituals, which will spread virally, because they are hierarchically important."

"Today, we can no longer imagine working without it. It gives us a distinct advantage over our competitors regarding visual management collaboration," comments Jean-Pierre Dumoulin.

"We are going to integrate SMART - iObeya solutions in all our standard meeting areas. When PSA Peugeot Citroën equips a new meeting room, SMART - iObeya is systematically put forward and implemented, which allows us to irreversibly spread the solution throughout the business," adds Bernard Cohen.



"Space savings alone enabled a less than six months Return on Investment. Teams are much more efficient and productive. As an example, we have managed to reduce the length of our management meetings by 50%. Personally I am a big fan of SMART - iObeya."

Jean-Pierre Dumoulin,
Chief Technology Officer,
PSA Peugeot Citroën

About SMART

SMART Technologies Inc. is a leading provider of technology solutions that enable inspired collaboration in schools and workplaces around the world by turning group work into a highly interactive, engaging and productive experience. SMART delivers integrated solutions of hardware, software and services designed for superior performance and ease of use, and remains a world leader in interactive displays.

SMART Technologies

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About KAP IT & iObeya

Since 2005, Kap IT's focus has been software and services, specializing in rich business applications. Our Agile DNA and deep knowledge of new user interactions inspired us to create iObeya as the new way of working.



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