



Lean & Green Management Award

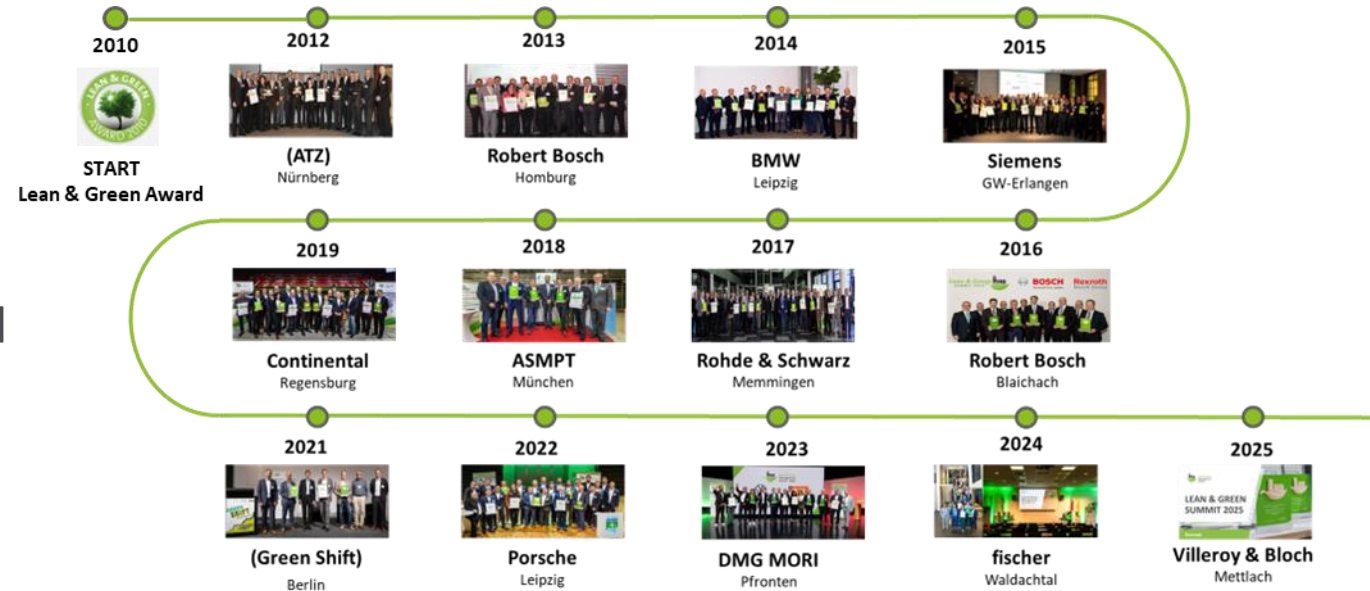
Learn from and with the best



The Lean & Green Management Award has been presented since 2010 15 years of sustainability and excellence



- ▶ International benchmark
- ▶ Professional assessment process
- ▶ Cross-industry exchange
- ▶ For large corporations as well as small and medium-sized companies
- ▶ Focus on excellence and sustainability



Procedure of the Lean & Green Management Award 2025

Many companies participate regularly



Evaluation

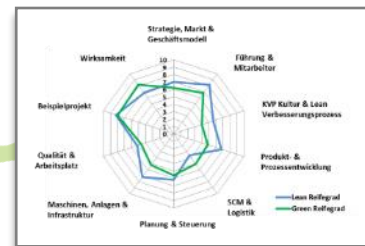
Questionnaire



Start February 2025

Assessment

Lean & Green Profile



Award

Jury



Best Practice Event

Lean & Green Summit



Lean & Green Summit 9. October 2025

Benefits / Contents:

- ▶ Independent assessment of the current situation (benchmark) incl. new ideas and suggestions through detailed expert feedback
- ▶ Motivation of your own workforce to drive Lean & Green
- ▶ Lean & Green certificate for internal and external communication
- ▶ 3 tickets for the Lean & Green Summit 2025: Exclusive insights into leading companies and factory tours with a winner

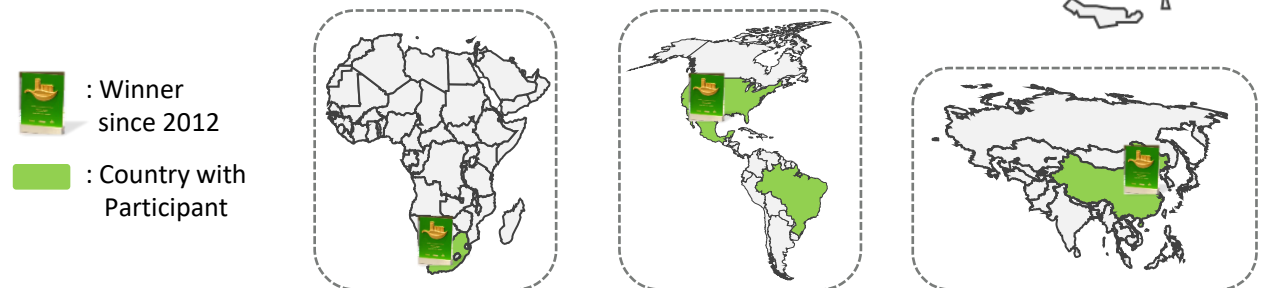
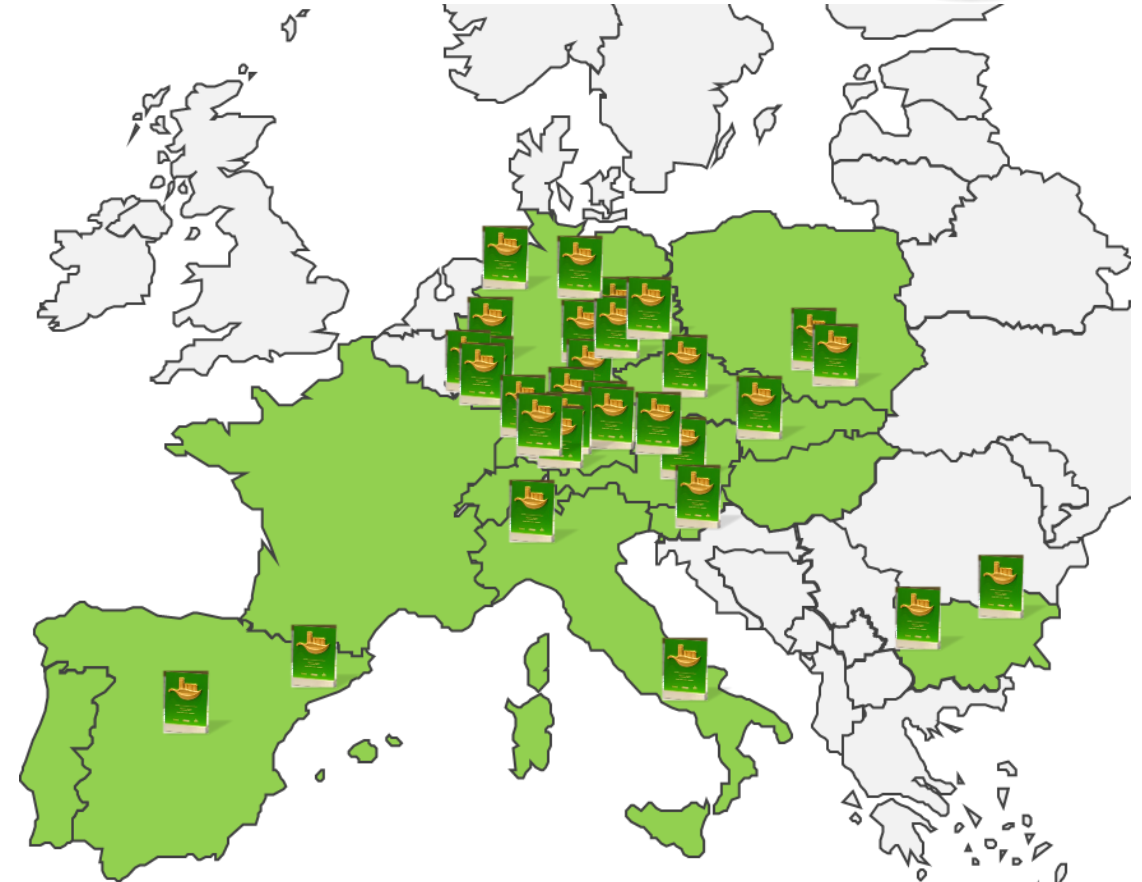
Conditions:

- ▶ The award is aimed at companies with at least 150 employees
- ▶ The basis for an assessment is the questionnaire + one day of on-site visit (assessments outside DACH region* & re-assessments can be carried out in a 3-hour online interview)
- ▶ Expense allowance for an on-site assessment: €3,000 (flat-rate) – online interview €1,000 (flat-rate) – no additional costs

* DACH = Germany, Austria, Switzerland / companies outside DACH participate in special category

An international network has developed among the participants

Selection of winners:



 : Winner since 2012
 : Country with Participant

All participants benefit from, detailed expert feedback on individual strengths and weaknesses



Lean: Strengths and suggestions



Strengths	Suggestions
<p>Strategy, market, business model:</p> <ul style="list-style-type: none"> Strategy until 2030: Top 10 supplier for electric products Because of good market position, high standards and OpEx mindset the Sofia plant receives considerable investments and is transforming towards the „high-mix - low volume“ Development towards a full Strategy is derived from no specific fields of action / Pd applied OpEx/AdEx seen as an enab measured through SPS assets <p>Leadership and employees:</p> <ul style="list-style-type: none"> Impressive transformation of the art electronic manufact Many trainings and high flexibility A synchronized plant cabinet throughout the organisation 	<p>Strategy, market, business model:</p> <ul style="list-style-type: none"> Check if plant development and next step regarding OpEx / AdEx improvements can be more transparent; Risk of over-laborer improvement cycles (save PUMA is

Lean: Strengths and suggestions



Strengths	Suggestions
<p>Process orientation, transparency and control:</p> <ul style="list-style-type: none"> Value stream management on excellent level (focus: improvement of interfaces) AdEx applied and seems to be on good level PUMA (Plants Unified Manufacturing Assistant) combines many central databases into one monitoring and steering platform -> enables real-time monitoring and fast problem solving <p>Supply Chain Management & Logistics:</p> <ul style="list-style-type: none"> Segmentation and dedicated SMT line for prototyping Value stream mapping conducted with supplier <p>Machinery, equipment and infrastructure:</p> <ul style="list-style-type: none"> TPM with all pillars on excellent level -> impressive ratio of reactive and preventive maintenance / regular risk analyses of equipment (ABC) / "Smartenance" to manage autonomous maintenance Impressive speed and results with adjustment factory footprint and "retrofit" complete production facilities (incl. implementing high end and state of the art equipment) <p>Quality, Workplace and Management Systems:</p> <ul style="list-style-type: none"> Full traceability of products and materials Direct link from PUMA to QMS - Lean problem solving clear part of QMS 	<p>Process orientation, transparency and control:</p> <ul style="list-style-type: none"> Keep correct balance between manual and digital in focus - Shopfloor boards vs. PUMA evaluation (who is when working with what?) <p>Supply Chain Management & Logistics:</p> <ul style="list-style-type: none"> Focus on WIP and FULL / FLOW not seen in presentation of new material flow (!) - must be in constant focus in "high-mix - low volume" <p>Machinery, equipment and infrastructure:</p> <ul style="list-style-type: none"> Further implement maintenance support systems (like ASMPT app) -> from predictive to prescriptive maintenance Clear targets for space utilization defined? E.g., via dividing space usage into value-add and non-value-add and derive targets <p>Quality, Workplace and Management Systems:</p> <ul style="list-style-type: none"> Check if collaborative IMS tools (e.g. Q-wiki) could strengthen the team involvement (great basis installed as responsibility is already broadly anchored in organisation)

Green: Strengths and suggestions

Strengths

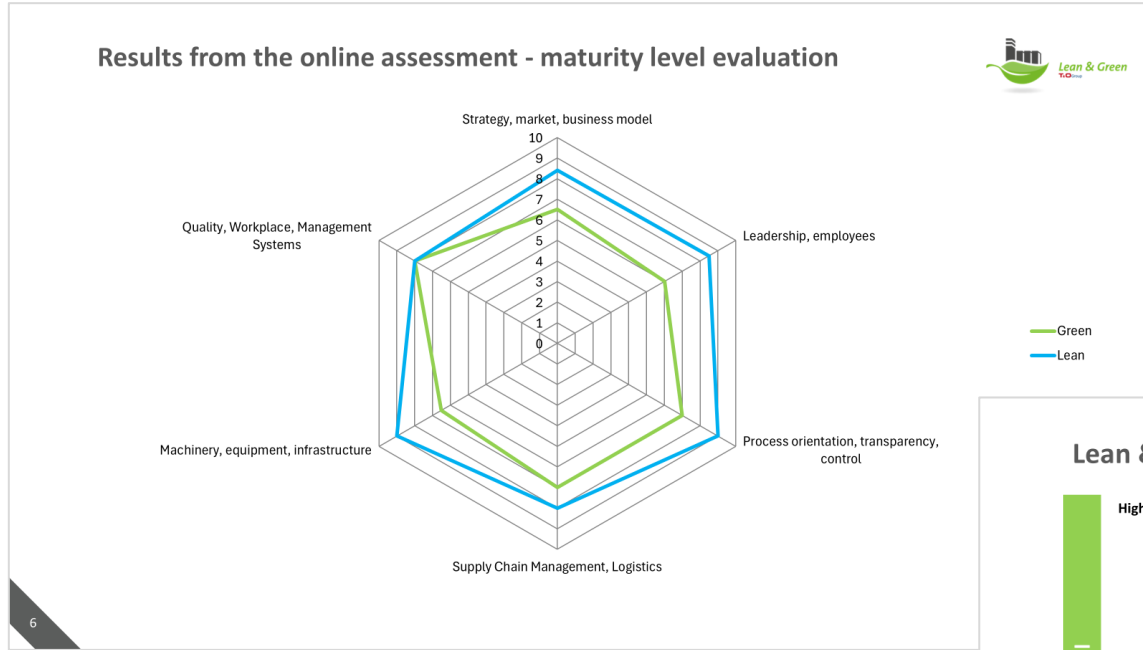
<p>Supply Chain Management & Logistics:</p> <ul style="list-style-type: none"> Improving and reducing packaging in line Specific Feas environmental audit done Targets to develop supplier base toward (according to ISO / EMAS certified or <p>Machinery, equipment and infrastructure:</p> <ul style="list-style-type: none"> Active and constant compressed air leak cost evaluation and regular evaluation Reduced oil consumption via predictive Many technical improvements installed PV / LED lighting / movement sensors / <p>Quality, Workplace and Management Systems:</p> <ul style="list-style-type: none"> Global to local IMS structures with full transparency (incl. energy management and H&S) Key Indicators (energy consumption and waste) are directly linked to sustainability reporting Safety management incl. near misses are installed and easily accessible via app / Regular ergonomic assessments

Green: Strengths and suggestions

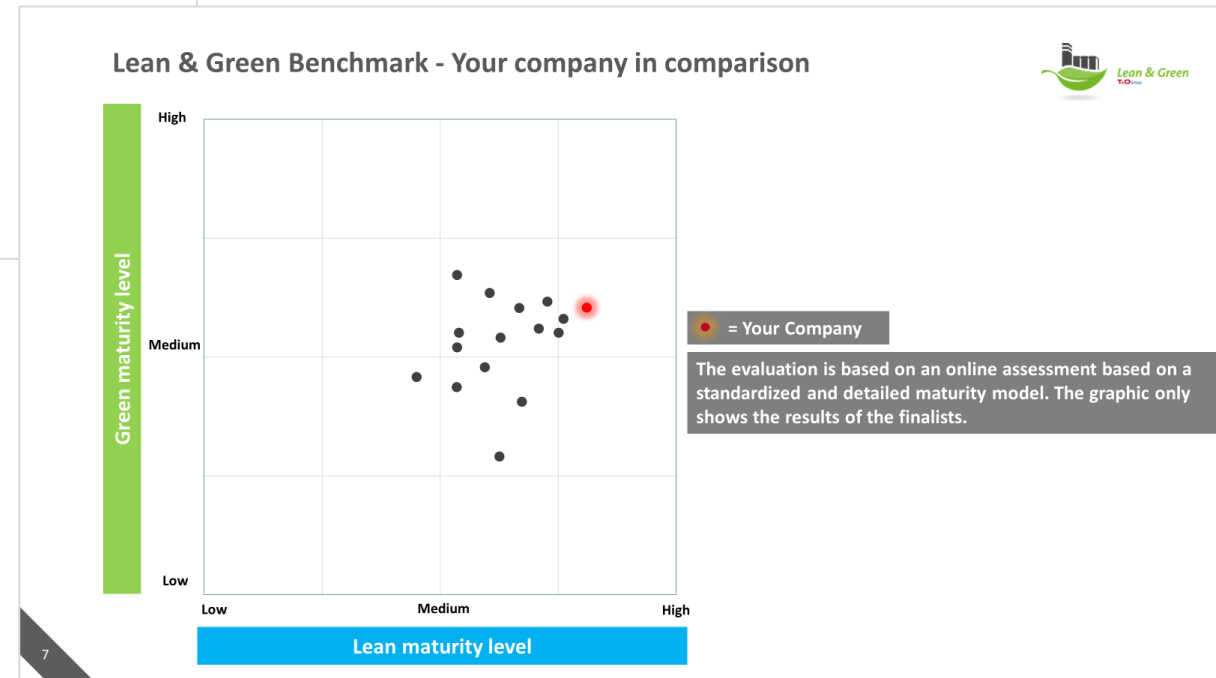


Strengths	Suggestions
<p>Strategy, market, business model:</p> <ul style="list-style-type: none"> Net Zero 2040 Strategy of Group Green is strategic focus and part of policy deployment Very strong social engagement, many events and initiatives (Cooperate Citizens) <p>Leadership and employees:</p> <ul style="list-style-type: none"> High level of competence and motivation in cross functional sustainability team in Bulgaria Ideas for optimizing sustainability come from the teams Clear decision how much responsibility for sustainability for each level are currently useful <p>Process orientation, transparency and control:</p> <ul style="list-style-type: none"> Main consumers are monitored via E-monitoring system (second) Detailed waste management and fuel management systems are installed and give transparency over resource consumption 	<p>Strategy, market, business model:</p> <ul style="list-style-type: none"> Derive a specific green plant strategy for the plant in line with central strategy (what is the specific roadmap to net zero for what are the main levers in development, SCM, production) <ul style="list-style-type: none"> -> Currently mainly reporting as production facility (in a full loop plant there are more levers -> potential to be pioneer in the group) -> "Corporate Citizens + ESG Events" vs. "Corporate Sustainability + ESG in core processes" Include a plant climate strategy incl. Scope 3 (in cooperation with central functions) <p>Leadership and employees:</p> <ul style="list-style-type: none"> Derived from sustainability strategy: Area-specific goals (not only measures but KPIs) -> currently not in focus but to achieve strategy measurable path needs to be defined To this end, build up area-specific qualifications and training (e.g. sustainable supply chain in purchasing, design for environment for engineering, E-Mgmt. in production, ...) -> "Sustainability is continuous work of many hands" <p>Process orientation, transparency and control:</p> <ul style="list-style-type: none"> Integrate green aspects in regular value stream design (often with very little effort possible)

All participants benefit from, a comprehensive maturity assessment and benchmark comparison



6



7

All participants benefit, from the recognized Lean & Green certificates



Lean & Green Benchmark - Your Lean & Green Rating



Lean & Green maturity assessment			
Maturity level achieved	From	to	Rating
Lean & Green World Class	9,0	10,0	AA+
	8,5	9,0	AA
	8,0	8,5	AA-
Top Lean & Green Level	7,5	8,0	A+
	7,0	7,5	A
	6,5	7,0	A-
Medium Lean & Green Level	6,0	6,5	BB+
	5,5	6,0	BB
	5,0	5,5	BB-
Lean & Green Basis	4,5	5,0	B+
	4,0	4,5	B
	3,5	4,0	B-
Lean & Green Start	3,0	3,5	CC+
	2,5	3,0	CC
	2,0	2,5	CC
	1,5	2,0	C+
	1,0	1,5	C
	0,5	1,0	C-
0,0	0,5	D	

Total	Lean	Green	Rating
7,7	8,5	6,8	A+



The Lean & Green Index represents an overall value of all evaluated criteria and results in the rating.



All participants benefit from, participating in the annual Lean & Green Summit*



October 9th 2025
Villeroy & Boch AG
66693 Mettlach

Lean & Green Summit 2025

The best practice event for excellence and sustainability



Villeroy & Boch is deeply committed to sustainability through various environmental and energy management systems, while also upholding excellence in processes. This year, the Villeroy & Boch Group is hosting the Best Practice Event of the Lean & Green Management Award 2025. Last year, the Villeroy & Boch brand Ideal Standard won the award in the category "Excellent Lean & Green Value Creation" with its site in Wittlich

The winners of the Award 2025 will share exclusive insights into their recipes for success and offer practical takeaways. During the factory tour, participants will discover how lean management approaches and green initiatives are effectively implemented. The event will also provide ample opportunities for direct dialogue and networking.



Interested in the Lean & Green Summit?

Participation in the event is limited. Priority is given to employees of companies participating in the award. Register today:
award@lean-and-green.de



Sample-Agenda 2024



Lean & Green Summit 2024 | Unternehmensgruppe fischer

11:00 - 12:00	Registrierung/Einlass – Kaffee & Snacks	
12:00 - 15:00	<p>Begrüßung und Einleitung in das Werk fischer Unternehmensgruppe: Lean & Green am Standort Maximilian Bronner, Geschäftsführer Christian Ziegler, Bereichsleiter Nachhaltigkeit, Umwelt und Energie Tobias Herwig, Managing Director fischer Consulting</p> <p>Werksführung fischer Werk Waldachtal Werksrundgang (120 min) Lean & Green Best Practices mit exklusiven Einblicken</p>	
15:00 – 15:30	Pause	
15:30 – 17:15	<p>Best Practice Vorträge & Award-Verleihung</p> <p>T&O Unternehmensberatung: Lean & Green Management – Aktuelle Trends Daniel Reichert, Leiter Lean & Green, T&O Group</p> <p>Witte Automotive Bulgaria: Lean & Green Best Practice beim Gesamtsieger Automotive Kersten Janik, COO Witte Automotive Dr. Hristo Hristov, Managing Director Bulgaria</p> <p>Festo Production EOOD Bulgaria: Lean & Green Best Practice beim Gesamtsieger Industrie Kalin Dobrev, General Manager Bulgaria</p>	
17:15 – 17:45	Pause	
17:45 – 19:30	<p>Best Practice Vorträge & Award-Verleihung</p> <p>Vitesco Technologies GmbH: Exzellentes Transformationsmanagement Dr. Carsten Czenkusch, Clustermanager Limbach-Oberfrohna / Nürnberg</p> <p>Walter AG: Exzellente Lean & Green Kultur Jens Deininger, Production Unit Director Annika Fleck, Production Excellence Manager Etienne Chauviré, Lean Manager</p> <p>Ideal Standard Villeroy & Boch: Exzellente Lean & Green Wertschöpfungstiefe Thomas Woehle, Managing Director Wittlich</p>	
Ab ca. 19:30	Kommunikatives Abendessen & Ausklang	

* Participation in the Lean & Green Summit is free of charge for three employees from companies participating in the award

All participants benefit from, numerous internal and external communication opportunities



Good results in the benchmark competition are used in a variety of ways for internal and external marketing. They underline the importance and efforts of the company in terms of lean excellence and sustainability.



Produktion & Logistik - Lean & Green Management Award 2023: V&T Connectivity, E&M & Südpark GmbH

Produktion

Lean & Green Award: Die Preisträger des Jahres 2023 stehen fest

04.08.2023 - Von Automobil Industrie - 2 min Lesedauer

Effizientes und ressourcensparendes Produzieren wird in allen Industrien wichtiger. Nun wurden die schlanksten und nachhaltigsten Unternehmen des Jahres 2023 gekürt.

Die Ausschreibung für Nachhaltigkeit und Co2aus

Lean & Green Management Award

Wie produzierende Unternehmen nachhaltig und effizient wirtschaften können

18.03.2022 - Von Claus-Peter Köhn

Noch bis Ende April können sich Unternehmen beim diesjährigen Lean & Green Management Award anmelden. Für alle Teilnehmer gibt es ein unabhängiges, individuelles und praxisnahes Feedback. Die Preisträger werden im Oktober im Porsche-Werk Leipzig ausgezeichnet.

Die Preisträger des Lean and Green

- Kategorie Automotive OEM: Volvo
- Kategorie Industrie: T.O. Connectiv
- Sonderpreis Excellence in Value S Slowenien
- Sonderpreis Exzellente Strategie: Deutschland

Die Laudatio der T.O. Unternehmen

1. Eindruckvoll, wie schlanke Produktivitätsstrategien auf Werks

2. Eindruckvoll, wie schlanke Produktion

3. Eindruckvoll, wie schlanke Produktion

4. Eindruckvoll, wie schlanke Produktion

5. Eindruckvoll, wie schlanke Produktion

Die Best Practices betrachten technische Einzelösungen und untersuchen die Prozesse im gesamten Unternehmen, um alle Verschwendungsarten zu reduzieren. Die wichtigste Frage: Wie gelingt es, Lean Management und Ressourceneffizienz bestmöglich in Unternehmenskultur und -strategien zu integrieren – und welche Digitalisierungsansätze spielen dabei eine entscheidende Rolle?



Don't miss your chance to participate this year!



Contact us!

T&O Group

München, Aachen, Berlin, Wien, Rapperswil-Jona

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