



Workplace Innovation



EUWIN-Festival of Connecting
B3 session: Workplace innovation
Leuven, September 9th, 2015



Ridley Bikes

- Family owned Company with Founder as CEO
- Core business:
 - Design & Manufacturing of Race, Cross, MTB and special bikes, brand name of Ridley exist for almost 20 years
- Steep Turn-over growth in last 5 years
- A company who very fast grow to a medium-size enterprise but with typical Family business problems and structures like
 - Limited process management
 - Very basic ERP implementation
 - Low efficiency
 - Employees education/experience

Q1: How do you define workplace Innovation in Ridley

- Strategy:
 - recognize that people are our biggest asset
 - use them on their strengths
 - empower teams to avoid that Sen Mgt/CEO needs to take every decision
- Two years ago, Ridley had a complete “departmental” structure/organization
Today
 - A Sales/Planning team handling S&OP
 - Manufacturing team, divided in Painting and Assembly
 - Logistic team
- Way of working
 - Teams make decisions, Mgt support and guides them
- The market is changing fast and our not waiting for us.

Q2: What are the main objectives that motivates Ridley to invest in workplace innovation

- Production Belgium <-> China <-> competitor ... Full customization
- Time from Order to Delivery on the customer door:
 - standard bike < 5 days
 - Custom bike > 12 days
 - Example: Q3 2014, Custom bike = 26 days, today 15 days
- Use the experience & knowledge of the people, work together and focus on one KPI: Throughput time!
- Competence development starting from a family based company is a challenge
 - start with basics as back-up/multi-skill
 - add competences when needed
 - use IT wise

Q3: What is Ridley's approach for innovating the workplace?

- Start is made after Strategy & objectives are defined in May 2014
- Use Quick Response Manufacturing principles combined with Lean
- Define key-process
- Start with one team first, learn, let the message go out by the people
- Let external consultants guide you in Team Mgt then take-over
- As senior Mgt we have to learn not to take each decision by ourselves but let them team run and guide!

Q4: What are the main challenges, obstacles that must be overcome, or conditions that must be ensured, in order to achieve the best possible workplace?

- Making changes in a family structured company
 - People have made career because the company has grown
 - IT/process systems are not defined, “it must be done” culture
- Impact of a badly implemented ERP system is far bigger then you think. Many “hidden” tasks and costs.
Changing it is even a bigger challenge, expensive and time consuming
- Sticking to the plan, also in difficult times and avoiding that “the past is better” culture is coming back is something to watch out continuously

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The European Sales last 12 months dropped with more then 15%,
we managed to growth with 1.4% in that market.

Reasons: Availability, delivery, customer gets what he wants !

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