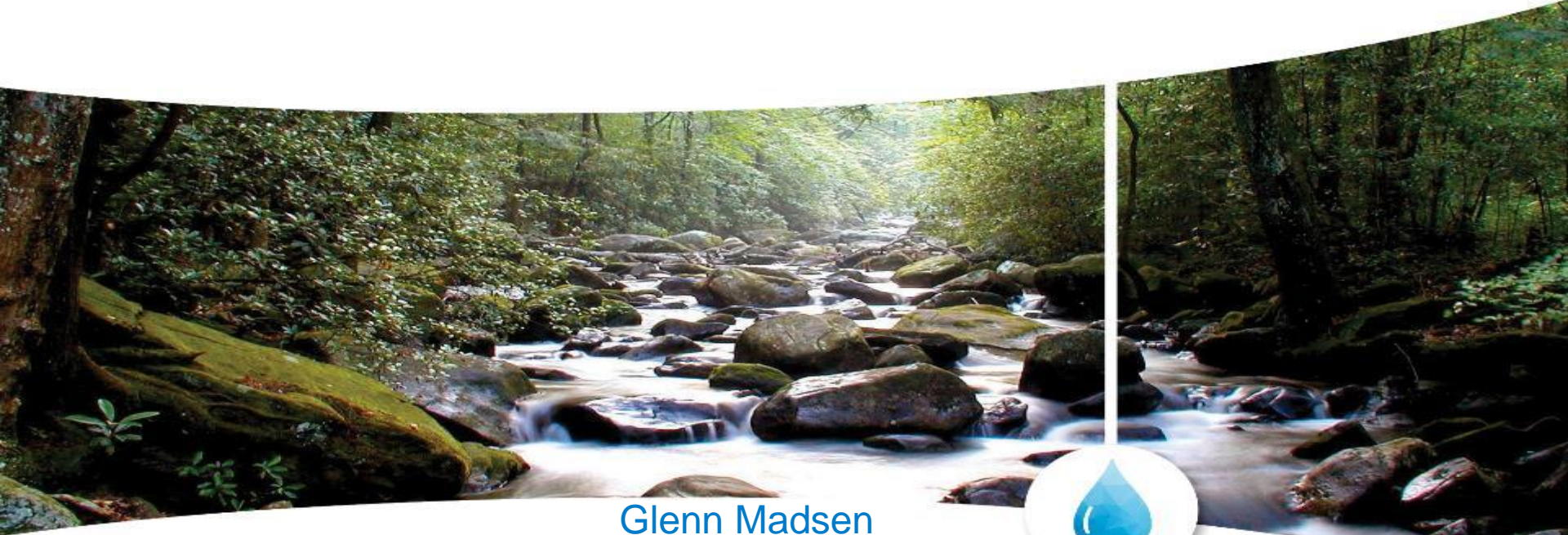


CSR

Corporate Social Responsibility



Glenn Madsen

Corporate Account Manager, F&B INDUSTRY

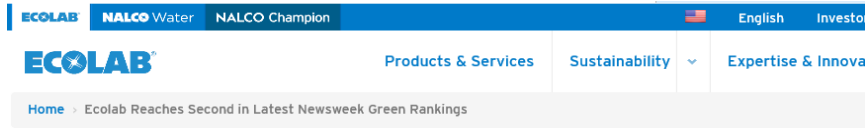
25 Januar 2018

Agenda

- ▲ Ecolab og CSR
- ▲ Hvad er en TPA?
- ▲ TPA processen
- ▲ Hvordan kan en TPA hjælpe kunden?
- ▲ Hvad har vi opnået?



Ecolab og CSR



Ecolab Reaches Second in Latest Newsweek Green Rankings

2017 marks the fourth consecutive year on the top 10 list of U.S. companies

December 18, 2017

ST. PAUL, Minn.--(BUSINESS WIRE)-- For the fourth consecutive year, Ecolab has been recognized for its commitment to sustainable business practices by Newsweek, which ranked the company second on its 2017 list of the greenest companies in the U.S.

"It is an honor to again be recognized by Newsweek's annual Green Rankings," said Emilio Tenuta, Ecolab vice president of Corporate Sustainability. "Our commitment to operating responsibly and sustainably is core to our culture, and demonstrated both within our own operations and at the more than one million customer locations we serve throughout the world."

Ecolab's Green Score ranked second on the 2017 U.S. 500 Green Rankings list. In 2016, Ecolab placed sixth on the U.S. 500 and 13th on Global 500 Green Rankings lists.

Newsweek's Green Rankings is an assessment of the sustainability performance of the 500 largest publicly traded companies in the U.S. and the 500 largest publicly traded companies globally by revenue. Newsweek partnered with Corporate Knights and HIP Investor to measure companies using eight key environmental performance indicators, including energy consumption, greenhouse gas emission, water use and waste.

For more information on the 2017 Newsweek Green Rankings, visit Newsweek.com.

About Ecolab



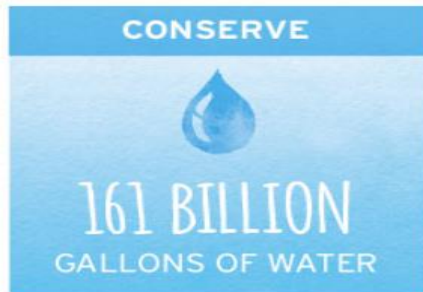
Awards and Recognition

We are proud to be recognized by many organizations for our innovation, service and commitment to operating responsibly and sustainably while meeting the needs of our customers.



Ecolab og CSR

In 2016, we helped customers:



Download our current Sustainability Report and learn more.





Vi hjælper mejerier med at møde deres
bæredygtigheds og operationelle mål med Ecolab`s
TPA
(Total Plant Assessments)

Hvad fortæller vores samarbejdspartner os?

- ▲ "Vi er bekymrede, og vi vil minimere indvirkningen på naturressourcerne. Vi har opsat mål."
- ▲ "Vi har brug for hjælp til at optimere vores produktion til at løse bæredygtighed og operationelle effektivitetsmål."
- ▲ "Måden vi bruger vores ressourcer på, giver os ikke kun mulighed for at være mere rentable, men kan faktisk bruges til at differentiere os og gøre det muligt for os at blive mere konkurrencedygtige."

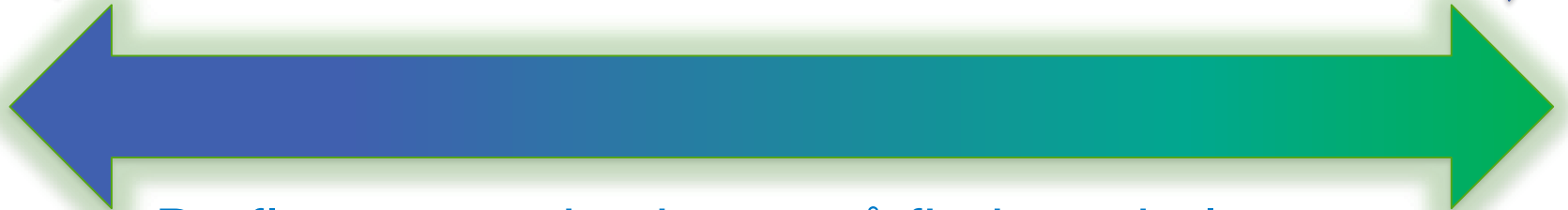


Hvor ser du din organisation?

Vi reducerer kun ressourcer, hvis det reducerer vore omkostninger.



Vi reducerer vores ressourcer fordi det er det rigtige at gøre.

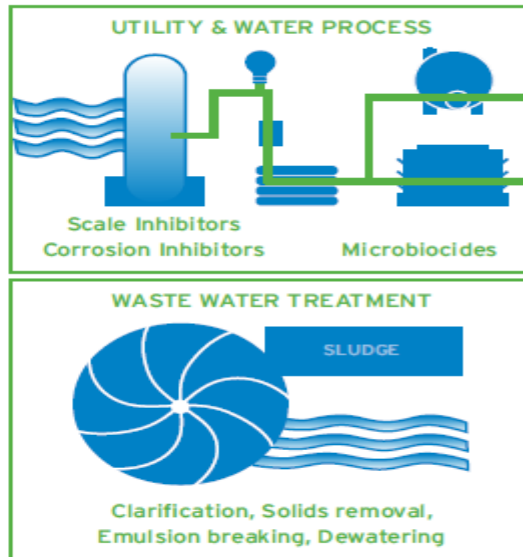
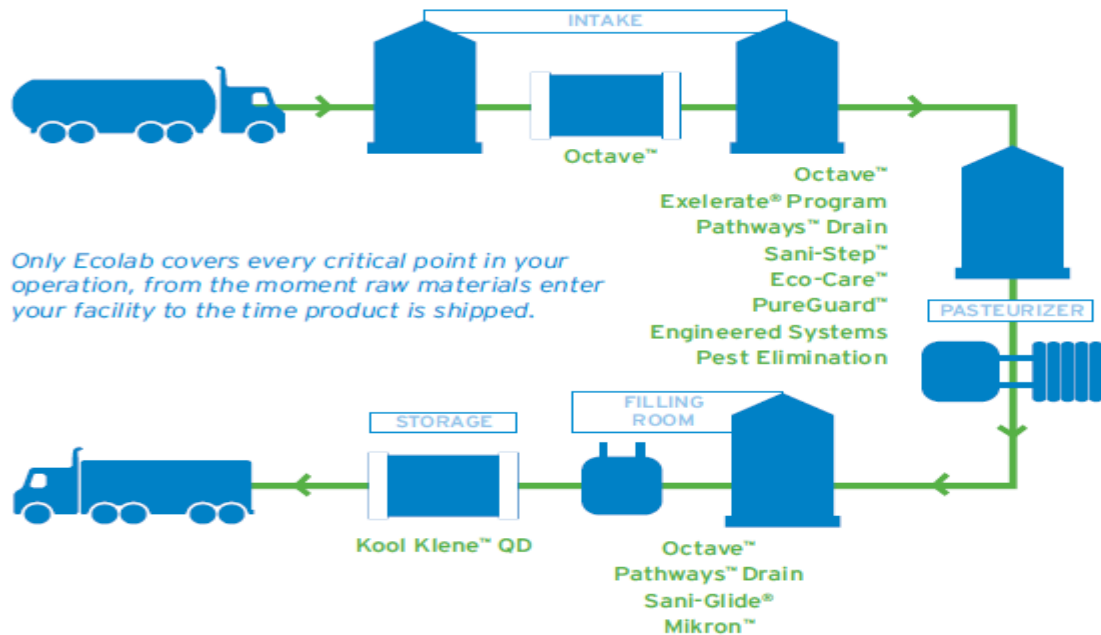


De fleste organisationer må finde en balance

“Vi opfylder de gældende krav”

“Vi vil være ledende inden for vores område”

Kigger vi på et helt mejeri, så kan Ecolab have indvirkning på næsten 100% af vand-forbruget



Hvad er en TPA?

- ▲ En robust proces som kigger på hele kundens vand- og energiforbrug og kortlægger dette.
- ▲ Forøgelse af driftstid og reduktion af spild er også en del af opgaven.
- ▲ Vi gør det ud fra princippet: ”reduce, reuse, recircle”



TPA Processen

TPA Processen

For-møde

- ▲ Planlægge TPA
- ▲ Identificere team
- ▲ gennemgå pre-assessment checklist og indsamle data

Virksomheds-gennemgang

- ▲ Gennemføre TPA
- ▲ Lave Benchmarking
- ▲ Identificere muligheder

Opfølgning

- ▲ Analyser data
- ▲ Færdig gøre rapport
- ▲ Presentere rapport

implementere

4 to 6 weeks

1 week

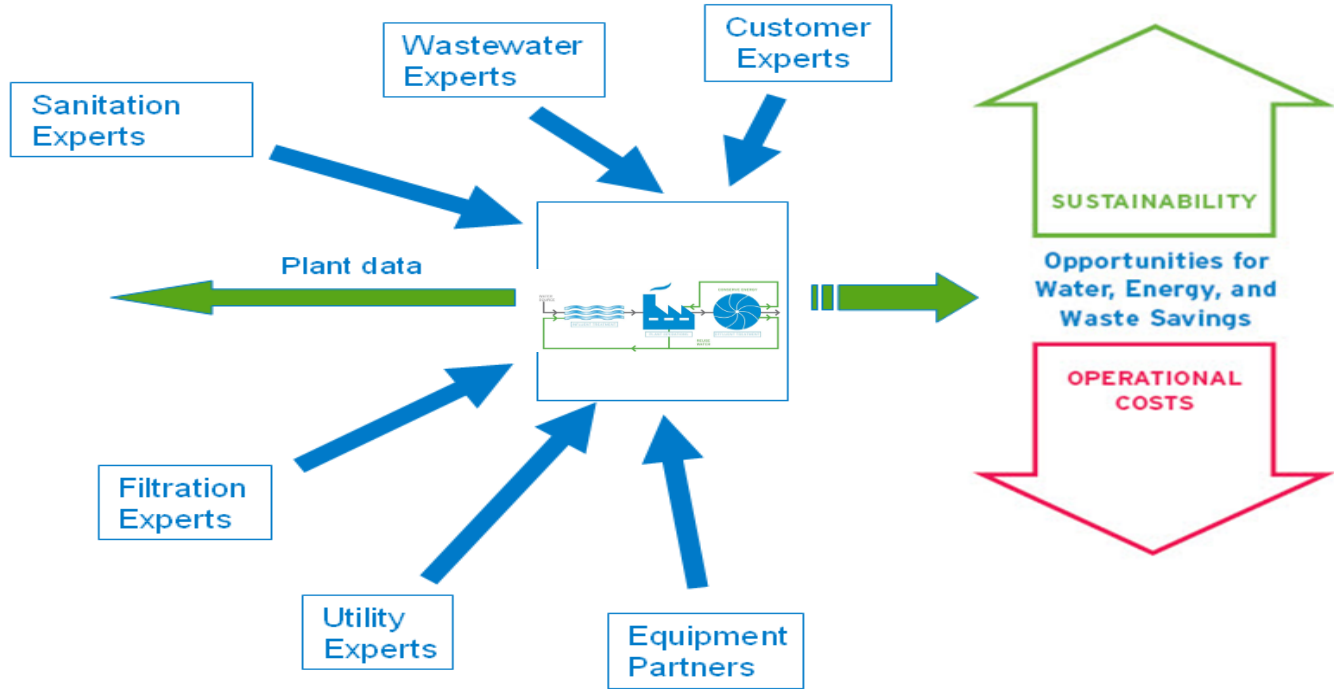
1 to 2 weeks

Sætte det rigtige hold af eksperter

Teamet er sammensat ud fra det enkelte site's situation



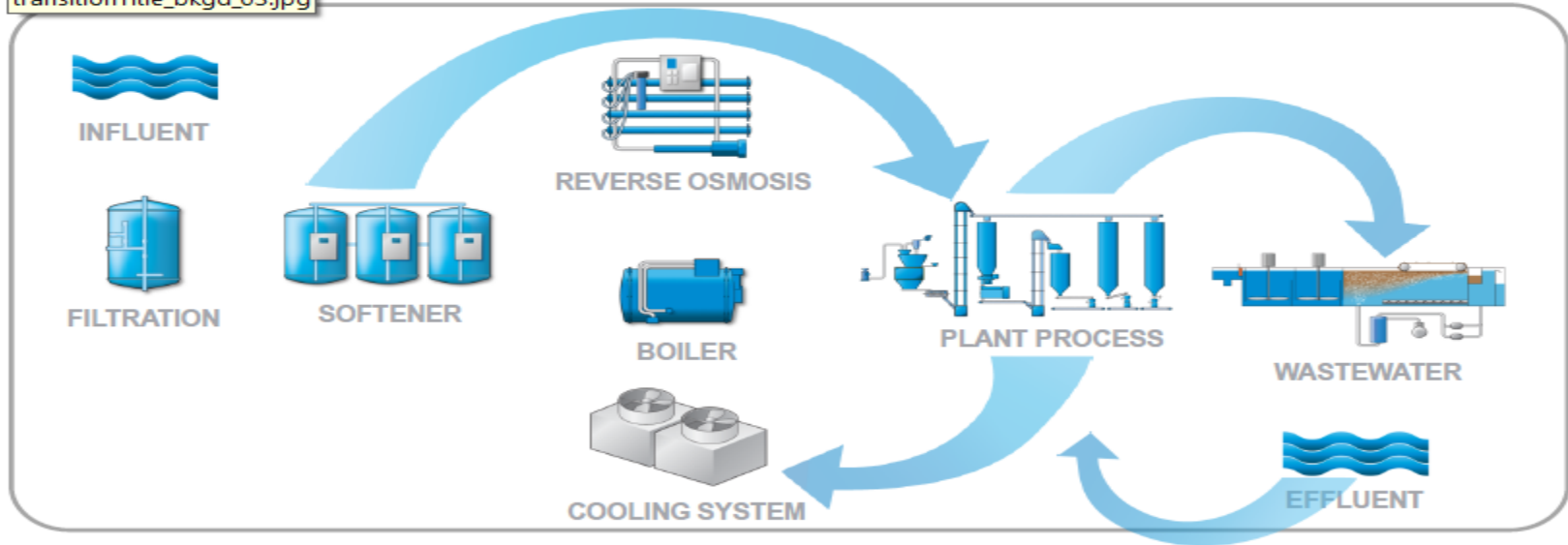
The assessment TEAM achieved synergy by combining over 200 years of knowledge, expertise, and dairy experience.









Holistic approach, ud fra princippet: Reduce, Reuce and recircle

Water and heat / energy from one process can be used in another ...

transitionTitle_bkgd_03.jpg



Vi bruger "Best Practices" inden for industrien

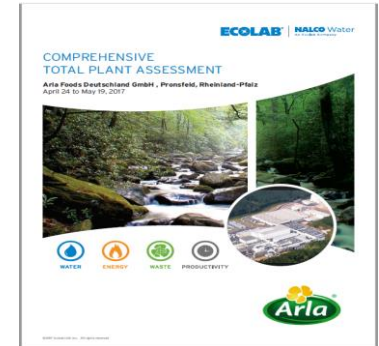
Best Practices				Compliance	Opportunity Impact	     								
						Yes	No	N/A	1					
Air compressor														
Good	Air cooled compressor and dryers.							X					X	
Good	Once-through cooling is not being used or is being recovered elsewhere							X	X					
Good	PSI set point within 10 psi of max PSI required								X			X		X
Better	VFD drive on one compressor to maintain set point within 5 PSI of max required								X			X		X
Better	Accumulator to take up swings in plant air pressure								X			X		X
Best	Heat recovery of water cooled system to preheat hot water of boost total plant water flow								X					
Best	Replace all items not designed to be on plant air with blowers								X			X		X
Bottle Rinsers (Empty)														
Good	Water is off when line is not running							X					X	
Good	Flow rate appropriate for line speed							X					X	
Good	Nozzles correctly positioned							X						X
Good	Sanitizer is used (if appropriate)													X
Good	Water meter on water supply							X						X
Better	Water flow controlled by photo-eye, switch or similar control method							X					X	
Better	If sanitizer is used is it feed using sensor control (if available)												X	X
Best	Water recovered from rinsers to be used in other applications (if appropriate)							X						
Best	Incoming water quality is monitored and appropriate for use (micro-bio)													X
Best	If sanitizer is used is it feed based on flow												X	X
Bottle Rinsers (Full)														
Good	Water is off when line is not running							X					X	
Good	Flow rate appropriate for adequate rinsing							X					X	
Good	Nozzles correctly positioned for adequate rinsing							✓						✓

- ▲ Indeholder årtier's tekniske erfaringer og branche-kendskab
- ▲ Udviklet fra mere end 200 TPA'er og Task Force's i løbet af de sidste år

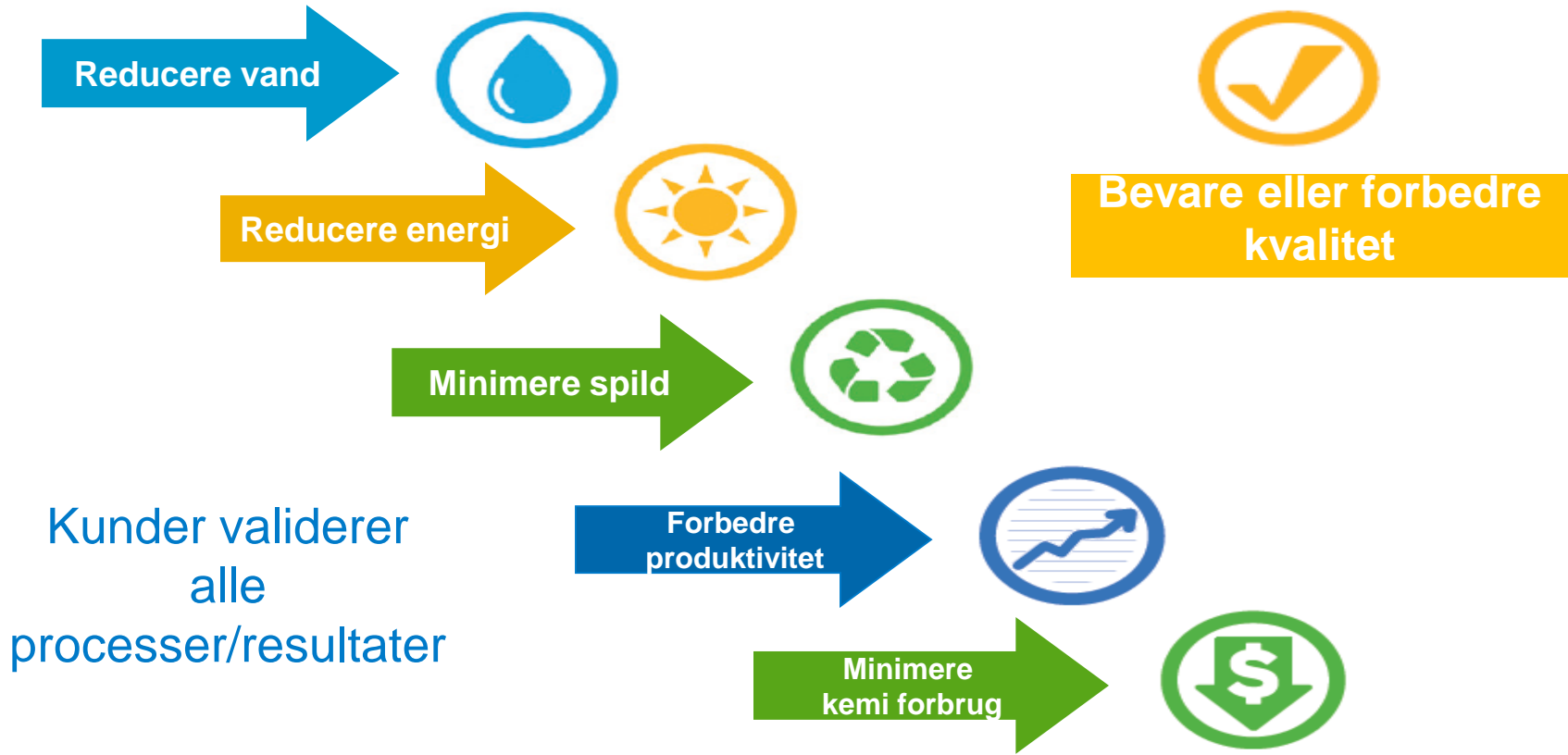
TPA outcome

TPA rapportings-system, unik værktøj, specielt udviklet til formålet

- ▲ Sikrer skalerbarhed, konsistens, repeterbarhed og robusthed i TPA-processen og de endelige rapporter !!!
- ▲ TPA Checklist:
 - ✓ 90-trins proces som følges og ejes af TPA projektleder
 - ✓ Vejleder hele TPA-processen fra start til slut!
 - ✓ Udviklet og forbedret fra over 200 TPA'er.
 - ✓ "Best practice"
 - ✓ Udviklet til næsten alle mejerisystemer
 - ✓ Samler læringen fra årtier af erfaring, samt fra foregående TPA'er



Assessment Areas of Impact (total)




Total Plant Assessment outcome

- ▲ Eksklusivt sammendrag
- ▲ Resultat sammendrag
- ▲ Vand- og energi-balancer
- ▲ Mejeriets omkostninger pr. produceret kg
- ▲ Mulighedsoversigt og prioritering
- ▲ Detaljeret beskrivelse af muligheder/projekter
- ▲ Investerings-omkostninger med ROI til hvert projekt



Executive Summary

- ▲ Gennemgå generel virksomheds information
- ▲ Fremhæver vigtige parametre, som ønskes afdækkes på TPA
- ▲ Giver et overblik over de vigtigste muligheder, der er identificeret på TPA'en



EXECUTIVE SUMMARY

1. PLANT SUMMARY: The Arla AKAFKA facility produces a variety of powdered milk products and sterilised cream. The facility extracts water from its own wells. A CHP natural gas turbine produces some of the electrical and thermal energy used on site. The remaining demand is bought from the municipality (electrical) and generated by gas fired boilers. The effluent is sent to the waste water treatment plant for physical-chemical treatment through a DAF unit prior to being sent to the municipality. The clean condensates from the evaporators is cooled and discharged direct to a local waterway.

2. KEY PLANT CHALLENGES: A lot of work has already been done at site to optimise the use of water and energy. We found the distribution of thermal energy to be well optimised and best practice implemented for most maintenance operations. Therefore, we focused on the production areas to meet the challenges set for this TPA which are: 1. Reuse evaporative condensates and reduce the volume of condensate going to the waterway, 2. Reduce energy consumed, 3. Reduce the volume of well water extracted.

3. COMPARISON OF PLANT METRICS: The current plant metrics using data from Oct. 2016 to Sept 2017 operations are as follows: Water consumption is 2.99 L, Electricity is 335 kWh, Thermal energy is 2376 kWh and 2911 L of effluent per kg of packaged product. If all the projects in the report are implemented, the consumption rates will be decreased by 47.4% for city water purchased, 4.7% for thermal energy and 2.4% for electricity. The waste water volumetric loading of the effluent plant would be reduced by 48.7%. The total impact on the cost of conversion for the site would be a 4.3% reduction.

4. KEY OPPORTUNITIES: During the course of this assessment, Ecolab uncovered twenty three (23) individual opportunities to help the plant reduce water and energy consumption and reduce waste water loading on the effluent treatment plant. Seventeen (17) of these were evaluated as priority 1&2 projects which have a ROI investment vs. complexity and risk to implement that is good. In addition, nine (9) "quality" projects were identified and included in the report. The priority 1&2 projects represent a savings opportunity of 3,794,060 kr per year at an investment of 2,805,295 kr. A combined simple ROI of all priority 1&2 projects is 9 months. A major reduction in water can be realised by reclaiming evaporative condensates but this project will require substantial investment and the ROI is over 5 years. However, the sustainability impact of this one project is a 41% reduction in extracted water.

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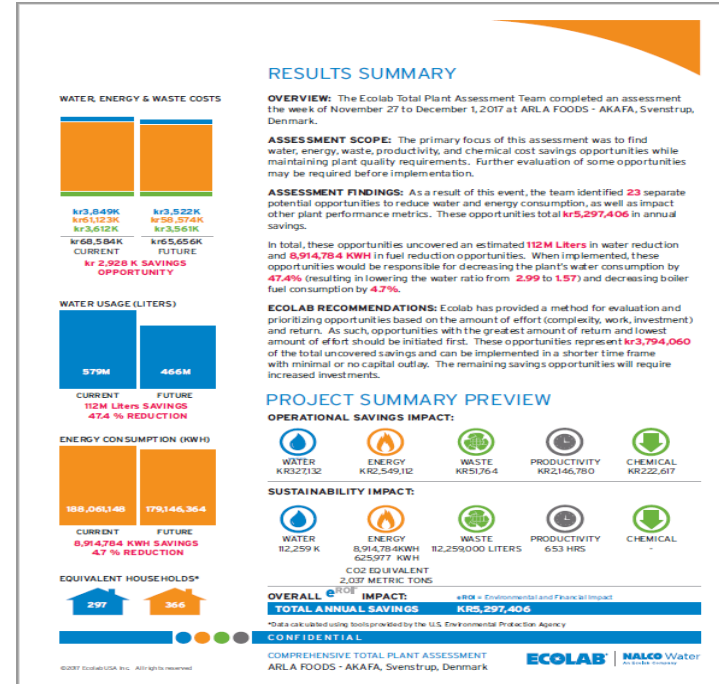
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COMPREHENSIVE TOTAL PLANT ASSESSMENT
ARLA FOODS - AKAFKA, Svenstrup, Denmark

ECOLAB | **NALCO Water**
A single source

Sammendrag af resultater

- ▲ Tydligt og simpelt vises forbedringer
- ▲ Tillader nem sammenligning mellem forskellige anlæg
- ▲ Samme format brugt i alle rapporter



Oversigt over samtlige projekter, samt prioritering

- 1 LEVEL 1: "Just Do IT" Opportunities
- 2 LEVEL 2: Intermediate Opportunities
- 3 LEVEL 3: Capital Opportunities
- 4 LEVEL 4: Low Return Opportunities



ANNUAL PROJECT SUMMARY

#	Projects	SUSTAINABILITY SAVINGS						OPERATIONAL SAVINGS				INVESTMENT				SUMMARY					
		Water (kL)	Env (kWh)	Electricity (kWh)	CO2 (t/year)	NOx (kg)	SOx (kg)	Water (kL)	Energy (kWh)	NOx (kg)	SOx (kg)	Pre-ACM by (kWh/year)	Prod. (kWh)	CO2 (t/year)	Env. (kWh)	Cap. (kWh)	Total (kWh)	Env. (kWh)	Pay Back (Months)	Low Ret (13-43)	
01	OP System Separation W/F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
02	Quality of Life Wash	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
03	Leakage in Chemicals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
04	Chemicals off line Wash	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
05	Water to use during production	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
06	Fiber to use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
07	Chemicals on line Wash	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
08	Chemical Wash off line	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
09	Fiber Wash off line	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
1	Water to use during production	-	54,71	-	38	-	-	520,425	-	-	-	-	-	-	-	-	5,360,22	-	-	-	Completed
2	Leak to use during production	160,200	-	-	-	-	540	-	-	-	-	-	-	-	-	-	32,447	-	-	-	Intermediate
3	New Water Substrate	6,564,900	-	-	-	-	2,175	-	-	-	-	-	-	-	-	-	5,900	1,213,522	5,900	-	1
4	Chemical Leak	6,442,940	100	-	8	-	14,915	180	-	-	-	-	-	-	-	-	150,00	5,124,5	150,00	-	1
5	OP W/F System Separation	24,900	-	-	-	-	545	-	-	-	-	-	-	-	-	-	250,00	23,799	250,00	1	1
6	Leak to use during production	293,022	-	-	-	-	1,188	-	-	-	-	-	-	-	-	-	1,188	28,028	1,188	1	1
7	Water to use during production	28,64,900	-	-	-	-	399,4	-	-	-	-	-	-	-	-	-	5,900	29,96	5,900	1	1
8	Spill to use during production	23,440	-	-	-	-	294,4	-	-	-	-	-	-	-	-	-	1,188	22,44	1,188	6	1
9	Spill to use during production	3,988,0	100	-	6	-	5,940	-	-	-	-	-	-	-	-	-	210,00	35,46	210,00	8	1
10	Leak to use during production	3,988,0	100	-	6	-	5,940	1,058	-	-	-	-	-	-	-	-	210,00	18,58	210,00	14	1
11	Water to use during production	-	-	-	-	-	1,000,000	-	-	-	-	-	-	-	-	-	-	5,307,260	-	-	1
12	Separate Water to use	24,76,220	-	-	-	-	5,627	-	-	-	-	-	-	-	-	-	54,000	23,427	54,000	13	1
13	Water to use during production	3,332,445	-	-	-	-	30,700	-	-	-	-	-	-	-	-	-	58,000	32,700	58,000	12	1
14	Spill to use during production	23,900,000	-	-	-	-	23,440	-	-	-	-	-	-	-	-	-	10,000	23,344	10,000	14	1
15	Fiber to use	70,000	-	-	-	-	278	-	-	-	-	-	-	-	-	-	210,00	15,45	210,00	12	1
16	Water to use during production	20	-	-	-	-	1	-	-	-	-	-	-	-	-	-	150,00	5,60	150,00	22	1
17	Water to use during production	9,196,640	3,36	-	21	-	11,599	11,010	-	-	-	-	-	-	-	-	240,000	5,599	240,000	24	1
18	Water to use during production	2,700,900	8,8	-	5	-	240	343	-	-	-	-	-	-	-	-	25,000	2,237	25,000	49	1
19	Fiber to use during production	-	-	-	-	-	4,108	-	-	-	-	-	-	-	-	-	750	2,424,108	750	1	1
20	Water to use during production	-	-	-	-	-	78,0	-	-	-	-	-	-	-	-	-	78,0	78,0	78,0	1	1
21	Water to use during production	-	1,134	-	10	-	-	1,147,146	-	-	-	-	-	-	-	-	10,000	1,147,146	10,000	24	1
22	Water to use during production	3,2,440,072	-	-	-	-	57,854	-	-	-	-	-	-	-	-	-	62,000	37,864	62,000	38	1
23	Water to use during production	4,300,000	-	-	-	-	2,000	-	-	-	-	-	-	-	-	-	10,000	1,300	10,000	52	1
24	Water to use during production	540,000	100	-	9	-	20,80	100	-	-	-	-	-	-	-	-	100,000	52,238	100,000	54	1
25	Water to use during production	5,612,100	-	-	-	-	24,430	-	-	-	-	-	-	-	-	-	750	24,430	750	100	1
26	Water to use during production	4,680,0	41	-	3	-	1,92	1,920	-	-	-	-	-	-	-	-	15,000	1,30	15,000	133	1
27	Water to use during production	24,900,000	9,447	-	52	-	1,000,258	26,594	31,804	28,918	44,215	-	-	-	-	-	210,000	23,92	210,000	5	1
	Total	25,394,954	9,447	100	100	1,000,258	26,594	31,804	28,918	44,215	-	25,750	250	194,900	5,960,222	194,284	194,284	5	1	1	



Baseline vs. evt. optimering

- Identificerer baseline ved hjælp af R-12 Data, Sammenlignet med baseline efter evt. optimering.
- Tillader hurtig sammenligning og konsekvensanalyse
- Nem visualisering for at "se" forbedring i driftsomkostningerne

TOTAL SPEND PER 1000 KG OF PRODUCT



SUSTAINABILITY:

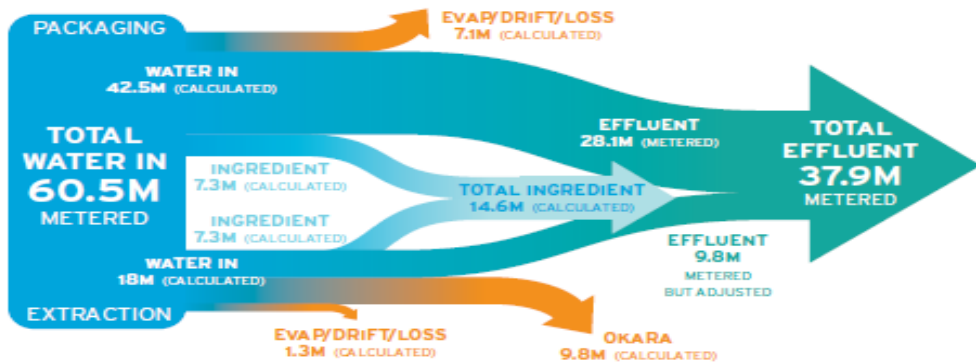
PLANT METRIC	DEFINITION	CURRENT VALUE	AFTER PROJECTS	% REDUCTION
Water Efficiency Ratio	L Water / KG 1000 Kg Produced	1864.49	555.26	70.2%
Electric Consumption Ratio	KWH / 1000 KG Produced	345.96	341.19	1.4%
Fuel Consumption Ratio	KWH / 1000 KG Produced	1312.63	862.39	34.3%
Waste Loading Ratio	KG Waste in Effluent / 1000 KG Produced	3.23	1.81	44.1%

OPERATION COSTS:

PLANT METRIC	DEFINITION	CURRENT VALUE	AFTER PROJECTS	% REDUCTION
Water Cost Contribution	£ Water / 1000 KG Produced	£9.64	£7.5	22.2%
Electric Contribution	£ Electric / 1000 KG Produced	£29.2	£28.79	1.4%
Fuel Cost Contribution	£ Fuel / 1000 KG Produced	£27.82	£18.27	34.3%
Waste Cost Contribution	£ Effluent Treatment / 1000 KG Produced	£5.72	£4.47	21.9%

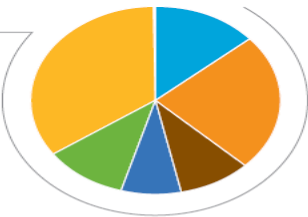
Total Cost Contribution	£ Total Spend / 1000 KG Produced	£72.38	£59.04	18.4%
--------------------------------	---	---------------	---------------	--------------

Vand-/Energi-balance



TOTALS

UTILITIES	26.98M
MILK PROCESSING	46.30M
CREAM PACKAGING	19.23M
MILK PACKAGING	15.40M
ENVIRONMENTAL	21.17M
PREVIOUSLY SAVED	67.47M
R-12 TOTAL	195.55M



UTILITIES

Cooling Towers 1-6	15.60
Steam Boiler 162	5.77
Cooling Towers 7&8	3.85
Cooling Tower 9	1.76



MILK PROCESSING

Silo/Tanks (x21)	15.07
Pasteurizers	9.55
Homogenizers	7.86
Headers Supply Milk Proc.	7.23
Raw Milk Receival	2.58
Separators	1.09
RO/UF/Airfast 162	1.33
Leaks	0.78
UF Plant	0.75
Airfast 162	0.44
Milk Room Sins	0.39
CIP Kitchen Water Leak	0.39
RO Plant	0.16

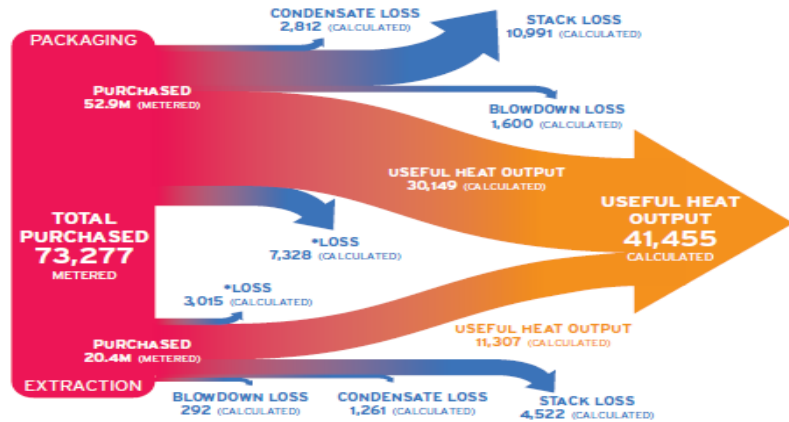


MILK PACKAGING

ALL Conveyor Lubricant	8.99
Filling Machines	3.50
Container Rinses	2.92

ENVIRONMENTAL

Cream Hose Stations	2.66
Milk Hose Stations	1.33
Truck Wash	0.89
Footbaths	0.40
Cross Wash 253	0.32
Ruflidg, Trucks Exterior	0.30
Milk Tanker Extactor	0.30
Ruflidg, Trucks Interior	0.29



Detaileret beskrivelse af projekter

Opportunity Level

Supporting Photos

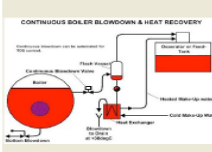
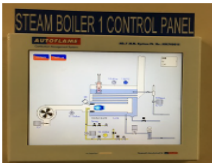
Households Impacted

2

Project #32
BLOWDOWN HEAT RECOVERY

DESCRIPTION: Actual continuous blow down heat recovery system is only recovering 50% of blow down energy through flash steam line returning to hotwell. The energy contained in the liquid side is lost, as steam trap and the heat exchanger are damaged. Additionally, the existing plate heat exchanger seems small for such an installed total boiler capacity.

ECOLAB RECOMMENDATION: To replace the existing trap and to install a new plate heat exchanger dully sized to efficiently reclaim the maximum heat from the liquid blow down stream.

OPERATIONAL SAVINGS IMPACT:

WATER (K)	ELECTRICITY (K)	ENERGY (K)	WASTE (K)	PROD. (K)	CHEMICAL (K)
-	-	11,407	-	-	-

SUSTAINABILITY TOTALS:

WATER (M ³)	ELECTRICITY (KWH)	ENERGY (KWH)	WASTE (KG)	PROD. (HOURS)	CHEMICAL
-	-	538,311	-	-	-

OVERALL eROI IMPACT:

TOTAL ANNUAL SAVINGS	€11,407
ONE-TIME INVESTMENT	€7,000
SIMPLE PAYBACK	7.36 MONTHS

HOUSEHOLDS:

1

22

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COMPREHENSIVE TOTAL PLANT ASSESSMENT
Aria Foods, Westbury, Wiltshire

- ✓ Implications
- ✓ Assumptions
- ✓ Corrective actions

Quantify Impact

TPA Findings

Typiske resultater på mejerier

- baseret på mere end 50 sites.

- ▲ Resultaterne varierer grundet forskellige faktorer
 - Forskellige omkostninger til vand og energi
 - Størrelse og alder på mejeriet
 - Komplexitet og mix af produkter
 - Graden af automation
 - Fokus på bæredygtighed
- ▲ Typiske vandbesparelser identificeret:
 - Fra 5 til 50%
 - Gennemsnit 24%
- ▲ Typiske energibesparelser identificeret:
 - Fra 5 til 40%
 - Gennemsnit 20%
- ▲ Typiske omkostnings besparelser identificeret:
 - Fra \$80,000 til \$1M pr. drift sted
 - Gennemsnit \$540,000



TPA resultater for Arla

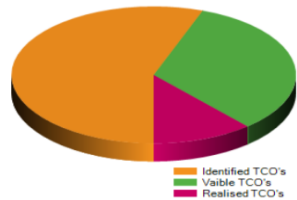
(baseret på 7 sites, næste 7 er planlagt)

	Findings	Water (m3)	Fuel (KWH)	Energi (KWH)	Waste (kg)	investment	ROI year
Site 1	€ 941.649,73	179.800	16.460.331	- 2.204.770	393.814	€ 1.758.014,40	1,87
Site 2	€ 1.721.451,69	130.923	45.023.668	477.449	142.743	€ 2.217.337,98	1,29
Site 3	€ 1.430.714,00	143.182	5.848.105	1.143.947	451.000	€ 1.037.670,00	0,73
Site 4	€ 2.081.061,60	598.589	13.999.334	1.032.130	1.529.289	€ 3.529.595,33	1,70
Site 5	€ 818.270,00	24.916	22.183.172	1.433.841	48.200	€ 924.407,00	1,13
Site 6 (small)	€ 194.003,25	31.449	1.334.421	298.789	-	€ 345.496,11	1,78
Site 7	€ 706.320,80	112.259	8.914.784	625.977		€ 1.199.039,33	1,70
Total	€ 7.893.471,07	1.221.118	113.763.815	2.807.363	2.565.046	€ 11.011.560,15	1,40

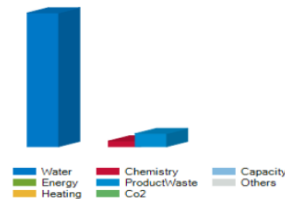
Eksempel site 2

Status

TCO break down	No	Value
Identified TCO's	14	1,045,025.00
Viable TCO's	14	619,752.80
Realised TCO's	5	215,222.00
Total TCO's	33	1,879,999.80
Unapproved TCO's	1	15,500.00
TCO's contract value	5	215,222.00



Category	No	Volume	Value
Water	4	20,218.20 M3	188,901.00
Energy	0	0 Kwh	0
Heating	0	0 Kwh	0
Chemistry	1	12,000.00 Kg	7,934.00
Product waste	1	35,018.00 Kg	18,387.00
Co2 reduction	0	0 Ton	0
Capacity	1	0.00 Kg product	0
Others	0	0 Euro	0



TOTAL SPEND PER 1000 KG OF PRODUCT



SUSTAINABILITY:

PLANT METRIC	DEFINITION	CURRENT VALUE	AFTER PROJECTS	% REDUCTION
Water Efficiency Ratio	L Water / KG 1000 Kg Produced	1864.49	555.26	70.2%
Electric Consumption Ratio	KWH / 1000 KG Produced	345.96	341.19	1.4%
Fuel Consumption Ratio	KWH / 1000 KG Produced	1312.63	862.39	34.3%
Waste Loading Ratio	KG Waste in Effluent / 1000 KG Produced	3.23	1.81	44.1%

OPERATION COSTS:

PLANT METRIC	DEFINITION	CURRENT VALUE	AFTER PROJECTS	% REDUCTION
Water Cost Contribution	£ Water / 1000 KG Produced	£9.64	£7.5	22.2%
Electric Contribution	£ Electric / 1000 KG Produced	£29.2	£28.79	1.4%
Fuel Cost Contribution	£ Fuel / 1000 KG Produced	£27.82	£18.27	34.3%
Waste Cost Contribution	£ Effluent Treatment / 1000 KG Produced	£5.72	£4.47	21.9%

Total Cost Contribution	£ Total Spend / 1000 KG Produced	£72.38	£59.04	18.4%
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Key Learnings:

- ▲ Der findes muligheder på selv de mest veldrevne site`s!
- ▲ Ofte en del projekter med intet eller kun et lille behov for investering.
- ▲ Det er nødvendigt med opbakning fra øverste ledelse for at sikre optimale resultater og efterfølgende implementering.
- ▲ Processen er også skabt til at hjælpe med at skabe fokus og sætte nye prioriteter.
- ▲ Det er en on-going proces, ikke kun en et-uges event.
- ▲ At bruge “Total Plant” approach har meget større værdi end ”blot” at kigge på hver individuel proces for sig selv.
- ▲ Man skal ikke være bange for at stille spørgsmål til, hvorfor tingene ikke kan gøres anderledes.
- ▲ Man behøver dedikerede resurser til at implementere projekterne efterfølgende

QUESTIONS?

THANK YOU!