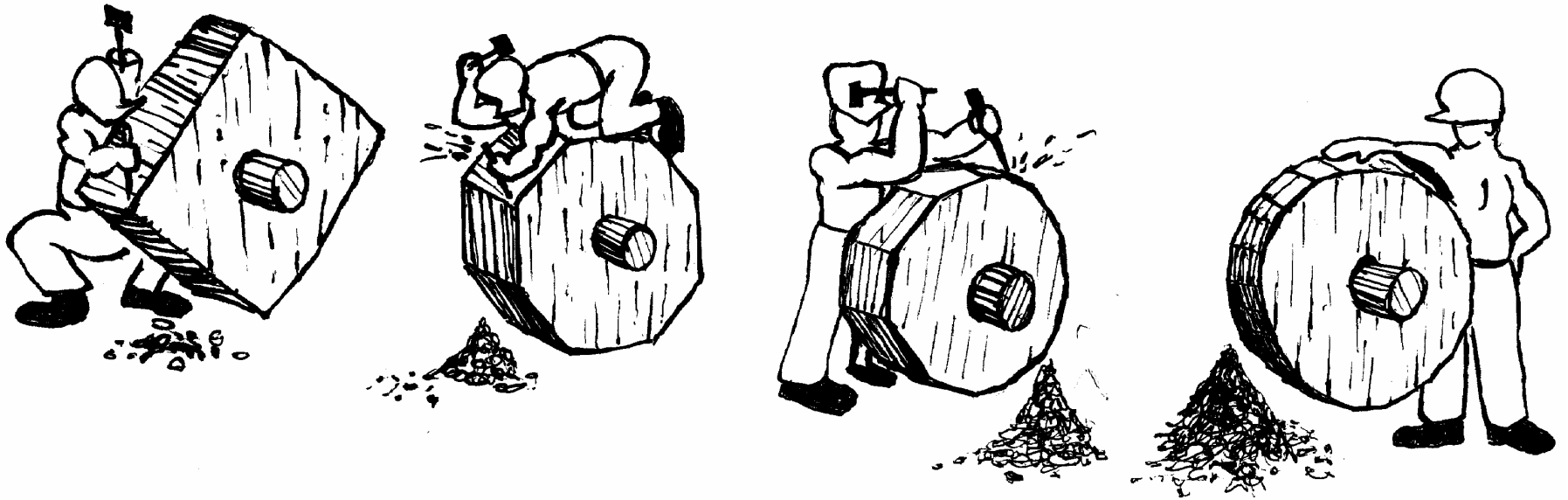
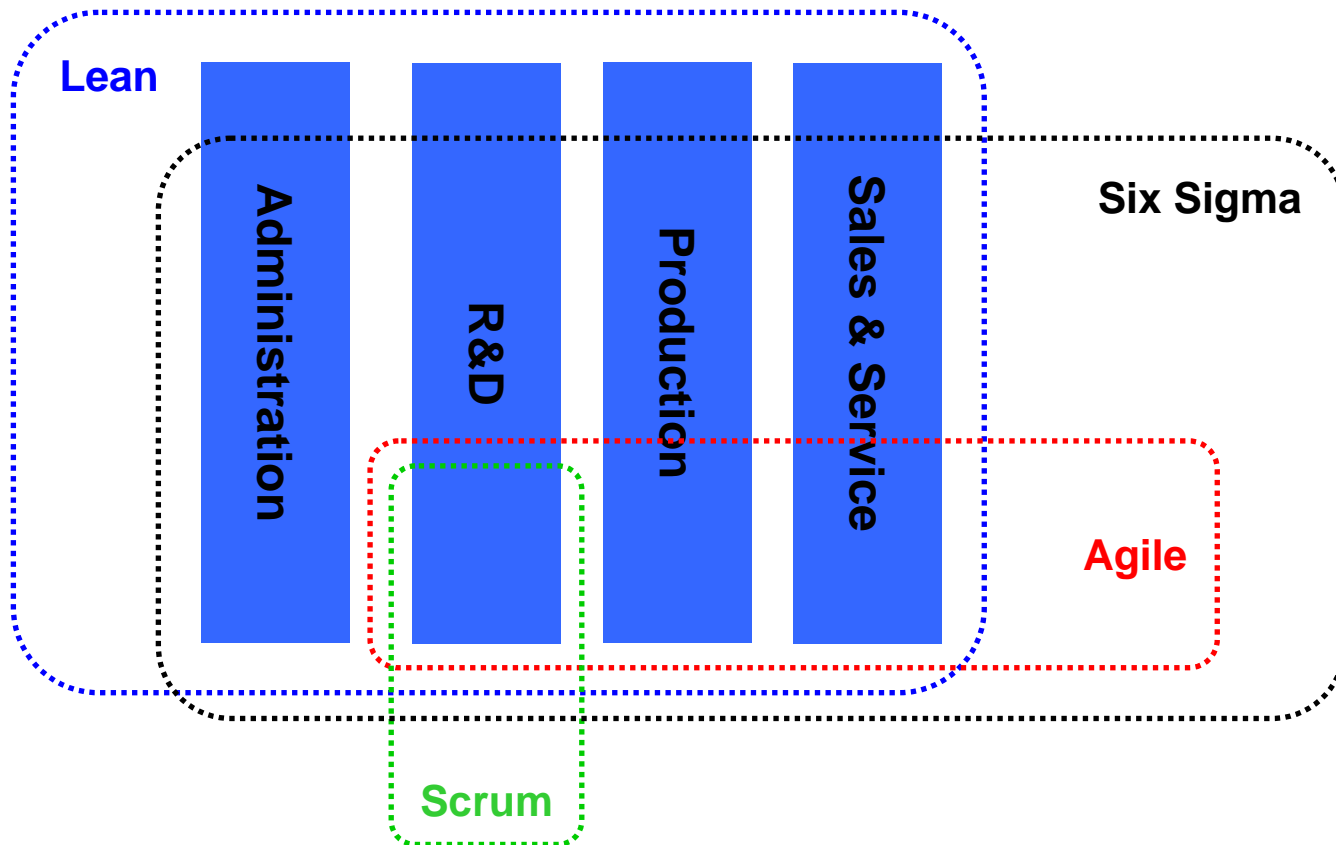


# Is it Lean or just common sense?





# Lean in Japan



# Standardised methods



# Standardised methods



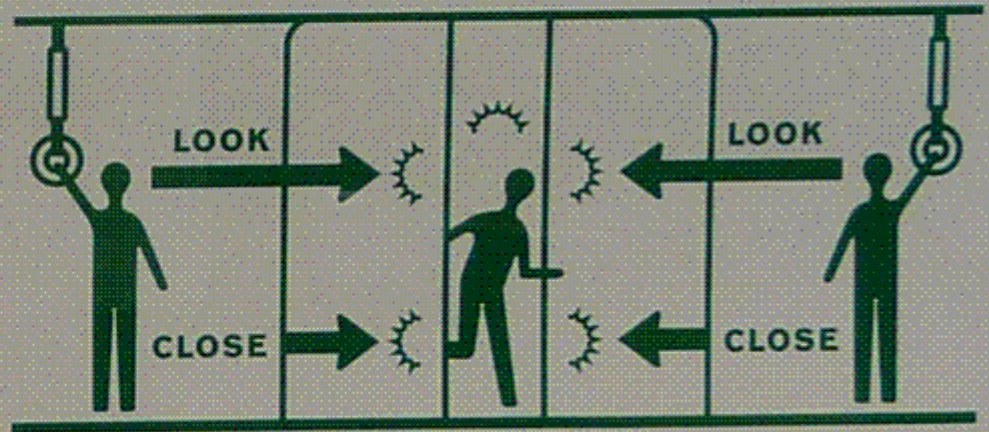


# Cultural difference

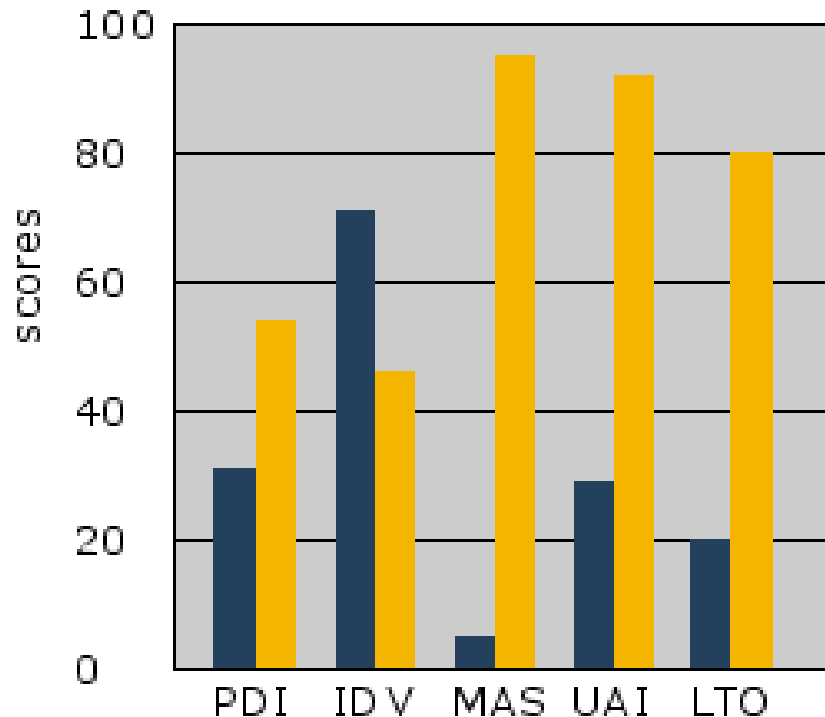
ドアにはさまれると痛い。

さらに視線も痛い。

It's painful to get caught  
between the closing doors.  
Even more so are the eyes  
of those looking at you.



# Geert Hofstede - Cultural Dimensions



■ Sweden  
■ Japan

**PDI** Power Distance Index

**IDV** Individualism

**MAS** Masculinity (equality between genders)

**UAI** Uncertainty Avoidance Index

**LTO** Long-Term Orientation







# Longterm thinking





- Production units
- Sales & Service units





Håkan Gustavsson, Industrial researcher, Scania



**SCANIA**

# Procurement strategy





# Empower people





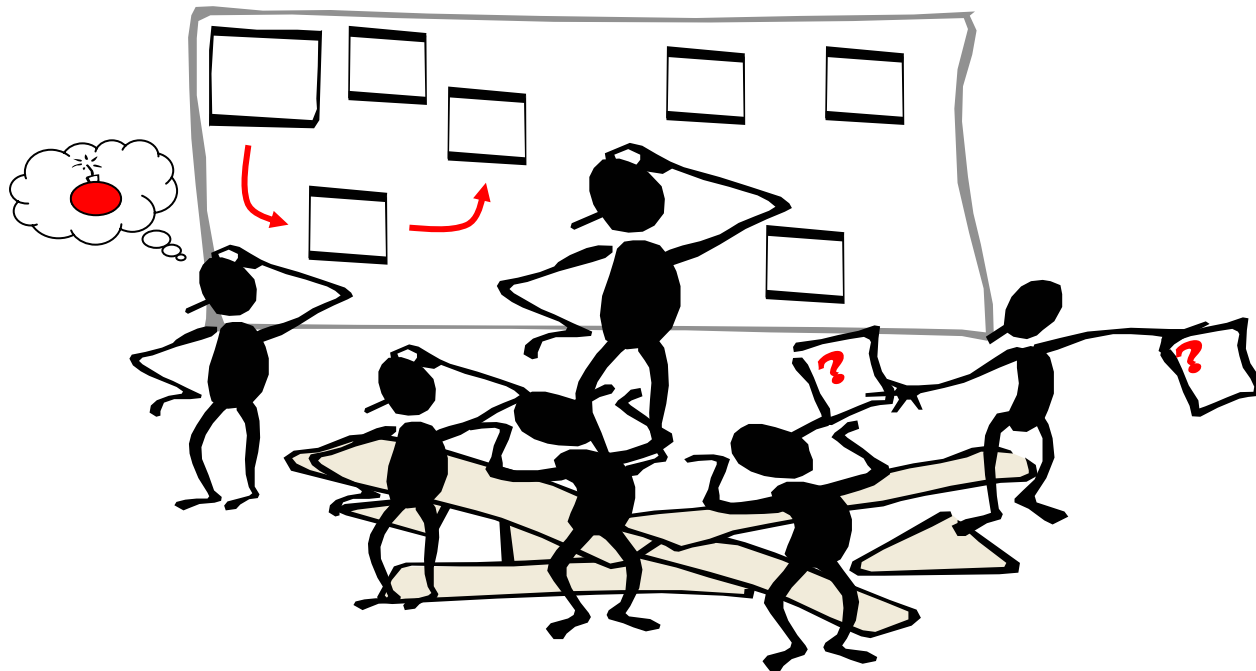
# Understanding the customer



# Scania Transport Laboratory



# Visualization and cross-functional workshops





# Pulse meetings

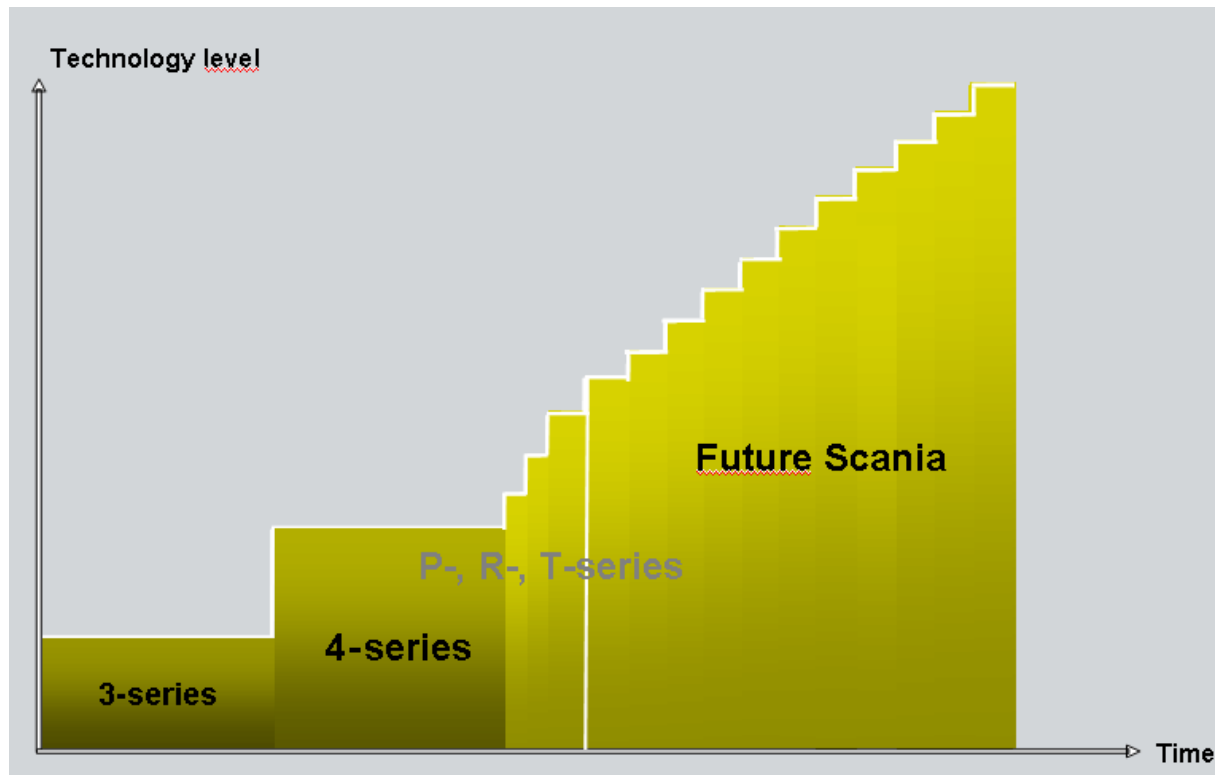


# Continuous improvement





# Continuous introductions



# Lean for me

**Customer value**



**Continuous improvements**



**Empowering people**



**Focus on flow**



# Is it not just common sense?



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## Lean Thinking Applied to System Architecting

