

Lean Daily Management: Introduction in a service organization on the example of Hitachi Energy Switzerland

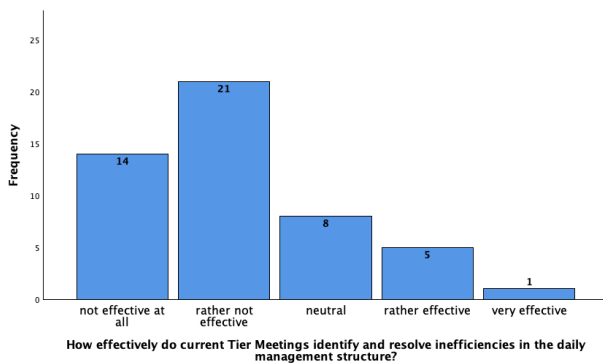


Figure 1: Survey results on employees' perception of the LDM system's effectiveness for sharing escalations.⁽¹⁾

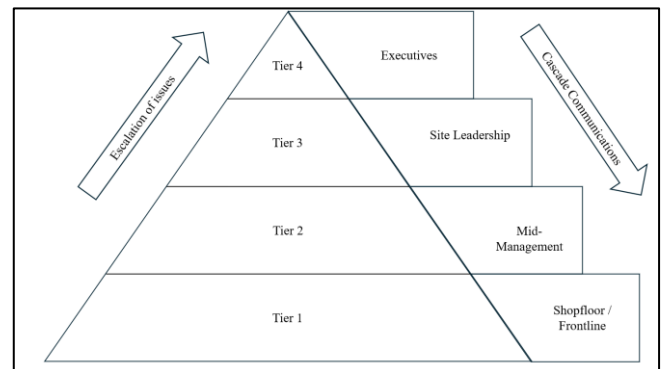


Figure 2: Theoretical LDM schematic displaying tier levels and information flow.⁽²⁾

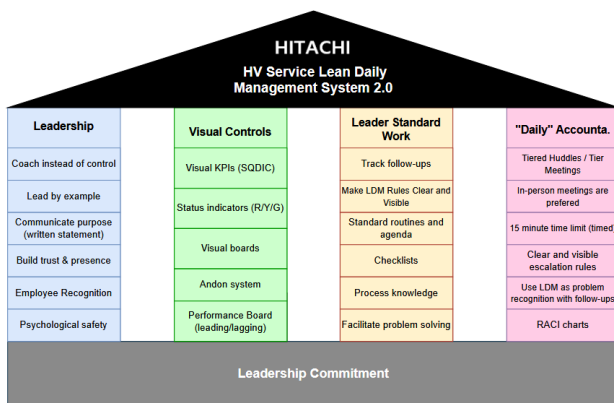


Figure 3: Hitachi Energy LDM framework based on the four pillars of LDM.⁽³⁾

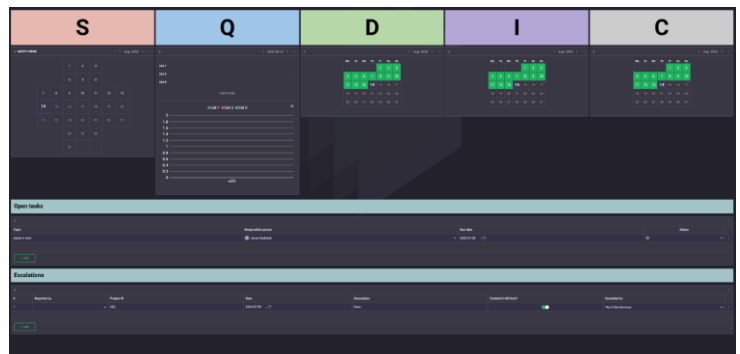


Figure 4: First draft of Boards on Fire as a dedicated platform for LDM dashboards.⁽⁴⁾

Problem description

Improving efficiency and collaboration in service organisations is more complex than in production, where processes are often standardised and Lean methods firmly established. A key element of this philosophy is Lean Daily Management (LDM), which relies on structured tier meetings, clear escalation rules, and visual indicators to align teams and resolve issues.

At Hitachi Energy Switzerland, the existing LDM system showed weaknesses. Escalation processes were unclear, KPIs inconsistently monitored or lacked relevance, and the tool landscape was fragmented across departments. Employees also expressed skepticism towards change initiatives, while a mapping of the current tier structure highlighted redundancies and complexity.

The thesis therefore focused on adapting and strengthening LDM for the service context with the aim of increasing efficiency, improving cross-departmental collaboration, and fostering a culture of transparency and continuous improvement.

Solution concept

A mixed-methods approach with surveys and workshops was used to assess Lean Daily Management (LDM) and co-develop improvements. Drawing on Lean and Change Management, the thesis strengthened the tier structure as LDM's backbone, visualised through a pyramid model⁽²⁾ and established clear rules for meetings, KPIs and escalations.

Results

The quantitative survey⁽¹⁾ reveals heterogeneous perceptions of LDM. While structured meetings are valued, employees criticise unclear escalation, limited KPI relevance, and fragmented tools. The workshops corroborate these findings and highlight that employee involvement is essential for credible improvement. Participants emphasise transparent escalation rules, service-oriented KPIs, and visible leadership commitment as preconditions for effective LDM. The thesis therefore developed and recommends the use of an LDM framework.⁽³⁾

Building on this, it further suggests aligning KPIs with the service context, refining the tier structure, and introducing dedicated LDM software. A Boards on Fire prototype⁽⁴⁾ illustrates this integration, while the current tier mapping contrasts with a pyramid model of information flow.

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