



SERVICE WITH HEART AND CLARITY

How Van Tilburg-Bastianen aligns
23 international locations without
losing the human touch.



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WHEN PERFORMANCE DATA REACHES THE SHOP FLOOR

When performance data is clear on the workshop floor and teams decide on improvements together, performance management becomes everyone's work.

Most organizations have data to steer on. The challenge is making it usable. At Van Tilburg-Bastianen (TB), the strategy and performance data discussed at headquarters often did not reach the different international locations. For the people who needed to bring the strategy to life, it was not always clear where to improve.

TB chose Obeya to close that gap. Not as a management tool, but as a shared space where strategy is translated into concrete location goals, where current performance, issues, and improvement actions stand side by side, and where teams gather in a daily rhythm. A physical wall, placed deliberately on or near the shop floor, at every location.

This case study documents what happened when TB rolled out Obeya across 18 locations: how the structure was designed, how teams responded, and what changed when performance information became visible and actionable for everyone, from the mechanic to the CEO.



Marie-Anne Bastianen, CEO of Van Tilburg-Bastianen and third generation of the founding family, is a firm believer that people are the foundation of a sustainable business.

Ralph Hoefman, Managing Director for the Netherlands, led the operational rollout and works closely with the location managers on a daily basis.

Nick Nijenhuis, Director of AgileWalls, guided the design and implementation and was involved from the first workshop to the ongoing improvement phase.

VAN TILBURG-BASTIANEN (TB)



Van Tilburg-Bastianen (TB)

- **Industry:** Truck sales and service (DAF dealer network)
- **Founded:** 1934
- **Employees:** Approximately 750
- **Locations:** 23 locations across the Netherlands, Germany, and Poland
- **Headquarters:** Breda, The Netherlands
- **Family owned business**

Van Tilburg-Bastianen is a Dutch family business with a long history in truck sales and service. Every morning, mechanics walk in, put on their work clothes, pick up their tools, and get to work.

They are the experts who solve the toughest technical problems day in, day out, keeping essential freight traffic moving. When TB's customers cannot operate, supply chains stand still. That is where the work happens. That is where strategy needs to land.



23 locations



3 countries



750 employees



Founded in 1934

OBEYA PROFILE



- Implemented since: 2025-2026 (phased rollout)
- Operational and strategic: translating company strategy into concrete location goals, making performance visible, and enabling daily continuous improvement on the shop floor
- User groups: Mechanics, service advisors, location managers, regional management, and executive leadership
- Physical Obeya, placed in high-traffic areas (workshop entrance, hallway, canteen) so all team members encounter it daily



Implemented since
2025-2026 (phased rollout)



Purpose & Scope
Bringing strategy to life, making performance visible, and enabling daily continuous improvement on the shop floor



Rythm
Daily 15 min day-start
Weekly cross-domain
HQ bi-weekly

URGENY & RATIONALE

CEO Marie-Anne Bastianen and Managing Director Ralph Hoefman shared one central question: “how do we keep our organization sustainably profitable without losing the human touch?”

TB has clear strategic ambitions. But the people who needed to bring them to life, the teams on the shop floor, did not always feel connected. The strategy, goals, and data discussed at headquarters often did not reach the locations. Without understanding performance information, teams could not see where to improve. The urgency was not felt, because it was not visible.

This was an information deficit that ran in both directions: headquarters lacked sight of the issues at the locations, and the locations lacked sight of the organization's direction and performance. Bridging that gap became the driving force behind the Obeya initiative.



TB recognized it was missing three things.

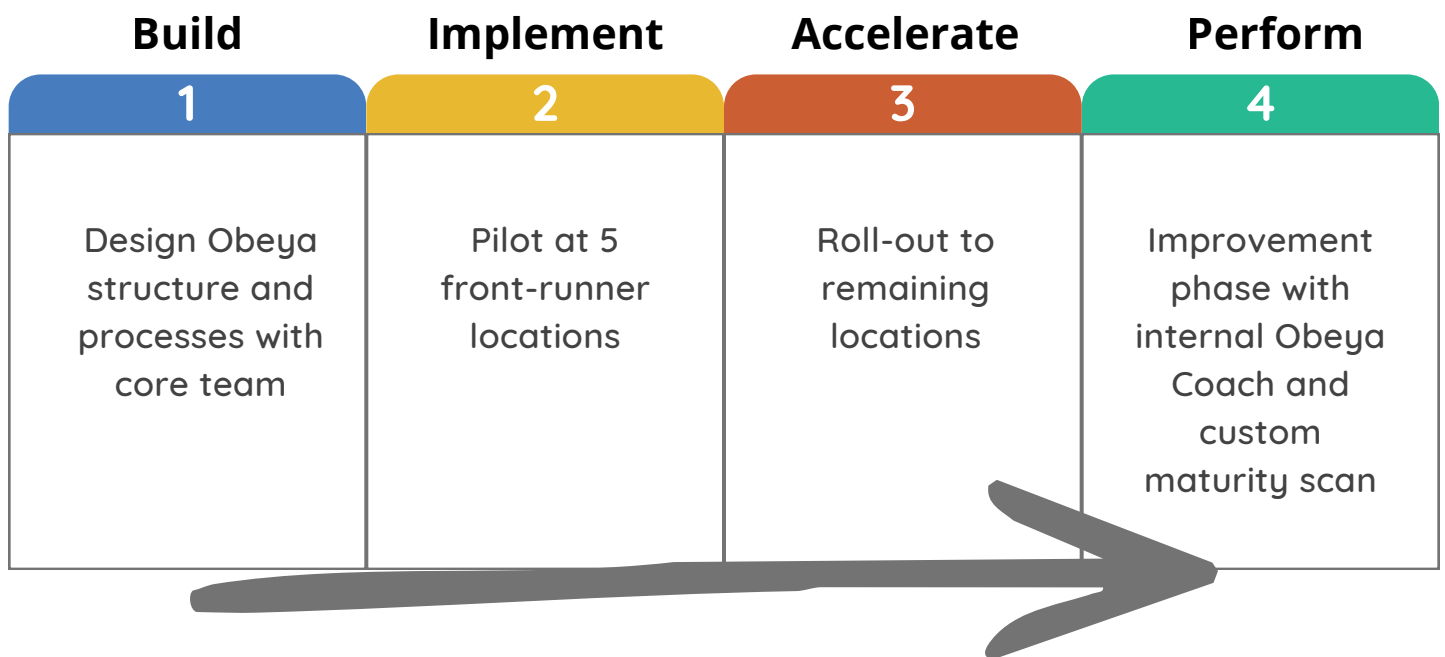
1. One story that everyone recognizes.
2. One place where strategy, issues, and improvements are visible together.
3. One shared rhythm for how to work together, every day and every week.

Context

TB operates in a market where competition is fierce, margins are tight, customers are demanding, and qualified mechanics are hard to find. TB did not choose Obeya because it is trendy. They chose it because they needed a way to truly help their teams move forward. The conviction: team culture and continuous learning is a necessity for a sustainably profitable service organization.

DESIGN & IMPLEMENTATION PROCESS

The implementation at TB ran in four phases, to create a shared Obeya design and process. When teams can see how they are doing and discuss it together, ownership follows.



Key lessons

Take people seriously. Every person wants to be good at what they do. At some locations, the first sessions were quiet. As trust grew, ideas surfaced that often didn't really have a place to go, and the Obeya became that place. Teams gained sight of the organization's performance, and the organization gained insight into the issues and suggestions of the teams.

Create urgency that fits the people. Data on the wall must connect to what people experience. When abstract numbers were replaced with concrete, recognizable problems, engagement followed.

Make it visible before you make it perfect. Our focus was on getting all locations up and running with a good-enough starting point. Small improvements across all locations add up to far more than one location polished to perfection. There is a tension. Embedding the routine takes time and attention.

LAYOUT, STRUCTURE & ARCHITECTURE



Physical wall at each location, reads left to right:

- **Strategy:** TB direction, location objective, monthly KPIs
- **Planning:** items requiring attention, risks, need-to-knows
- **Operational status:** daily and weekly trends
- **Incidents:** disruptions and near-disruptions
- **Improvement actions:** team-initiated + directed to HQ
- **Team:** training, motivation, new colleagues and the date for the team BBQ
- **Bottom:** process visualisation of the full workflow, reviewed weekly across departments.

Data via BI reporting built specifically for this purpose: monthly strategic results translated into daily trends teams can act on.



Right there where the teams are. Deliberately placed near the workshop entrance, in the hallway, or in the canteen.



Simple and visual BI reports. Designed to support action.

USE IN PRACTICE



MEETING RHYTHM

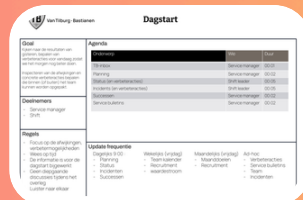
- Location manager in the lead, prints daily/weekly and monthly information
- 15 min daily stand-up, after coffee break
- 30 min weekly stand-up to inspect weekly trends and identify process improvements.

DECISION-MAKING FLOW

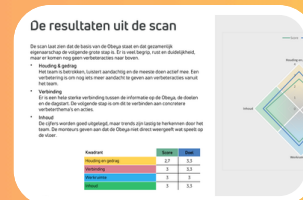
Location manager leads daily. Teams initiate improvements themselves. Either internal, within the team, or external for the region manager to take on.



DAILY AND WEEKLY STANDUP



CLEAR AGENDA



OBEYA EFFECTIVENESS SCAN

OUTCOMES & VALUE

Since the Obeya Implementation, TB achieved the following results:



- **31% decrease in Invoice Lead Time** in Weert by daily improving the process from work order to warranty claim submission
- **30% decrease in Not-Billable Hours** for Duiven by jointly planning, work preparation. Reversing a recurring seasonal trend.
- **33% decrease in unproductive hours** for Ede by having a daily focus on work and upcoming shortages
- **9% increase in productivity** at Venlo by daily focus on work order quality and knowledge-sharing.

Organization-wide issues surface faster. For example, when multiple locations reported the same internet problems causing extra administration, the Obeya made visible what would otherwise have stayed a series of local complaints: a structural issue that could be solved centrally.



From qualitative to quantitative

TB deliberately chose to focus on the human aspect first: making the Obeya workable, building trust, and embedding the daily and weekly rhythm. Measurable results follow once teams adopted the way of working. TB is making results measurable in order to improve further, linking the Obeya explicitly to KPI structures.

The new TB strategy has been given a prominent place in all Obeyas. TB Management has also started setting up an Obeya at headquarters in Breda, to ensure this way of working extends from the shop floor to the boardroom.

RISKS, THREATS & CONTINUITY

An Obeya only works if people actually work with it. When, for example due to increased pressure or leadership changes, the rhythm breaks, the Obeya will quickly become a decorative wall. When teams raise improvements and nothing happens with them, engagement stops. The feedback loop between the shop floor and the organization must be kept alive.

With every location now equipped, the focus has shifted to embedding the routine to make it last.

A continuing challenge is the data visualizations themselves. Making data visible is one thing. Making the right data visible, in a way that is relevant, recognizable, and actionable for the team standing in front of it, is another. Ensuring the information connects to something the team can actually improve on is not a one-time design exercise. It requires ongoing attention and adjustment.

Future outlook

That is why TB continues to invest in training the location managers, periodic effectiveness scans, and continued support from AgileWalls.

The ambition is clear: Obeya as a sustainable way of working, embedded in the culture of TB, from the mechanic on the shop floor to the CEO at headquarters.

