

CM

&E

CANADIAN
MANUFACTURERS
& EXPORTERS

Lean in a COVID World

May 26th, 2020

CALENDAR

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

BUSINESS

Issue 764
Monday, Jun 14, 2016
#Citydailynews

**25 great jobs for people who
love to travel**

It is a process to allow an organization to focus resources on the greatest opportunities to increase sales and achieve the company's target. Marketing strategy's goal is to

**Economy of the
European Union**

Branding is defined as the process of coming up or making a name for a product or service. Are you innovative or are you the experienced type? or do you offer a

CM
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GUEST SPEAKERS

KERRY McCORMACK

Plant Manager
Prolific Group

ILANA TRAHTEMBERG

Continuous Improvement Manager
Price Industries

STUART FENGLER

Engineering Specialist – Continuous Improvement
Loewen Windows

PROLIFIC GROUP

KERRY McCORMACK

Plant Manager
Prolific Group

45 years in communications:

6 relocations

6 acquisitions

Dozens of service and technological milestones

Ongoing commitment to the community



PROLIFIC GROUP

Our Products and Services:

Design

PrePress

Digital, Offset and Web Print

Bindery

Direct Mail

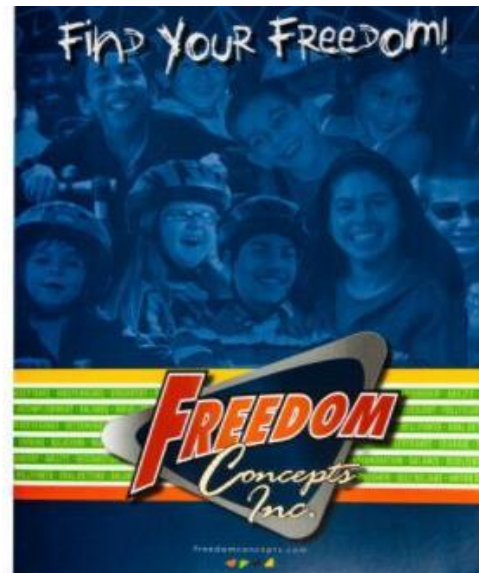
Web to Print

Marketing Fulfillment

Video



Marketing Materials



Magazines and Catalogues



Flyers



Mail

PROLIFIC GROUP

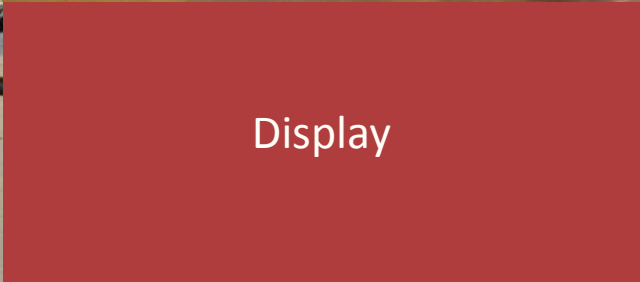


LightVisions

Our Wide Format Division



Retail



PRICE INDUSTRIES

ILANA TRAHTEMBERG

Continuous Improvement Manager
Price Industries

Market leader in supplying air distribution, critical controls and noise control products

More than 60 years privately held family company

Deep commitment to innovation and service





Founding Principles:

Business Integrity

First-class Service

Innovation

Commitment to People

LOEWEN WINDOWS

STUART FENGLER

Engineering Specialist – Continuous Improvement
Loewen Windows

Privately held company, headquartered in
Steinbach, MB

Celebrating 115 years

One of southeastern Manitoba's largest employers
since the 1960s

Supplier to Canada, United States, and some
international markets



LOEWEN WINDOWS



Canada's largest wood window and door manufacturer
Manufacturing performed in one 600,000 sq. ft. facility



What level of Lean activity was
happening before COVID-19?

PROLIFIC GROUP

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?

2020 Lean Goals:

Participation

- 80% participation in CI events overall
- 90% participation in CI events within depts.

Events:

- 10 X three-day Kaizen Blitz (Sales thro' Order Input)
- 12 X Root-Cause Analysis events
- 8 X one-day 5S events

Training:

- 100% employees through Lean 101
- 6 X new Lean level I (Yellowbelts)
- 2 X new Lean level II (Greenbelts)



THE JOURNEY

Vol 2 - Issue 7 - Oct 2019
SHARING STORIES, NEWS AND SUCCESS FROM OUR EMPLOYEES IN CONTINUOUS IMPROVEMENT

A relentless barrage of 'why's' is the best way to prepare your mind to pierce the clouded veil of thinking caused by the status quo. Use it often.

Shigeo Shingo

5S of odd stock inventory

The odd stock inventory was focused on with the intent of freeing up space in the warehouse.

Standardize Digital Rush Job workflow

This month the CI committee took a look at our Digital Rush Job procedure.

CONTINUOUS IMPROVEMENT: IDENTIFYING VALUE

Identifying value – To identify the value in a process, we must ask ourselves these questions.
What does our customer need?
Why and when do they need it?
What are we producing that fulfills that need?
How and when are we getting it to them?

PROLIFIC GROUP

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?



Mary Rose - 5S Project Charter

Project Name:	5S Workspace Improvement
Reason For Improvement:	To create a lean workspace and to remove as much waste as possible from the assigned workspace.
Targeted Outcome:	To 4S the assigned workspace.
Project Sponsor:	Bob
Project Scope/Area:	Orange Cabinet by the Javelin 2
Scope Statement:	To complete a 4S of the assigned work area. To use the 4S processes to set a new baseline for future continued improvement of the workspace.
Project End Date:	May 27 th , 2019
Project Deliverables:	A completed project charter, a 4S'd workspace, before and after photos of the workspace, and a plan for sustainability of the new workspace condition.

PROLIFIC GROUP

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?



Gemba - Before 5S

Wastes found

***Motion- Extra walking to
get to everyday used
items***

***Inventory – Excess
inventory on things out
of date or not being used***



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WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?

Training, Training, Training...

Lean 101 (IRS)

Lean 201 (TIMWOODS)

Problem Solving (PDCA)

Cell Leader



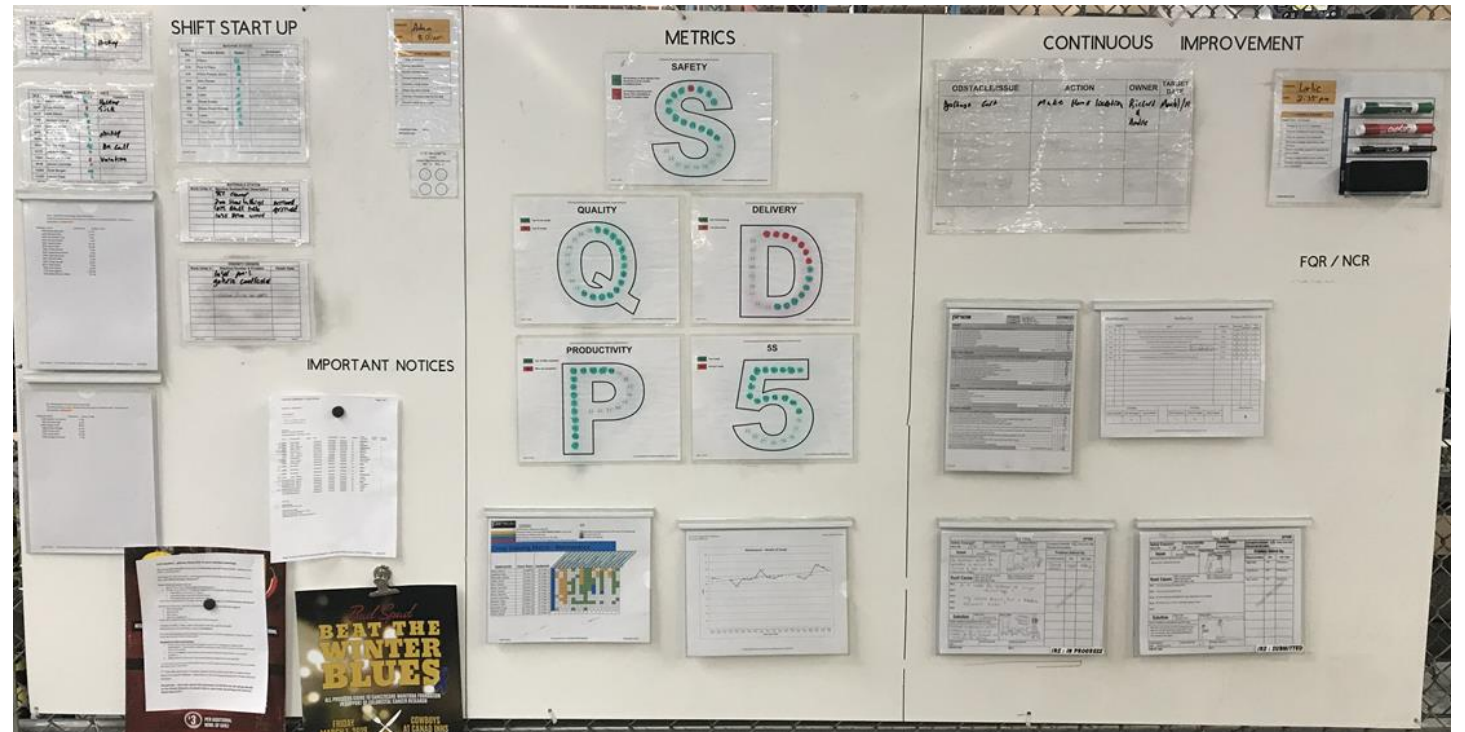
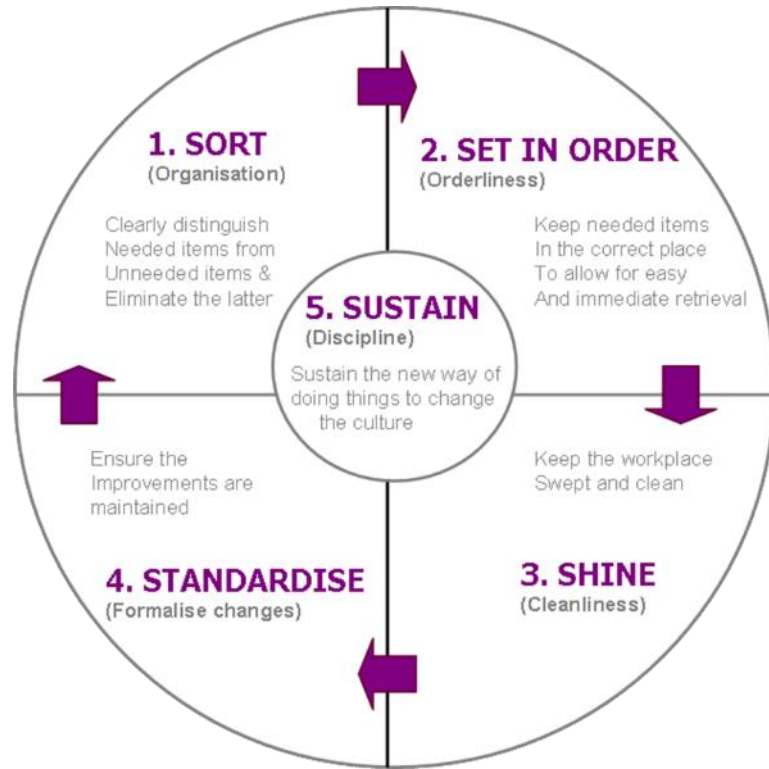
改善

Kai = Change

Zen = Good

PRICE INDUSTRIES

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?



LOEWEN WINDOWS

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?

Lean journey started in manufacturing in early 2000, with several major cellular redesigns

Provided excellent foundation of knowledge for transition into the office in 2019



Strategic focus - Lean in the Office
'mile wide/inch deep' approach

Goal - develop 14 departmental facilitators to be self sufficient in continuous improvement activities

Started process mapping and making improvements

LOEWEN WINDOWS

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?



Strategic focus - Lean in the Office
'mile wide/inch deep' approach

Implement office departmental huddle boards and meetings across all 14 departments

LOEWEN WINDOWS

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?

Strategic focus - Lean in the Office

‘mile wide/inch deep’ approach

Training Plan:

Lean for Executives

Lean level I (Yellowbelt) for Office Leaders

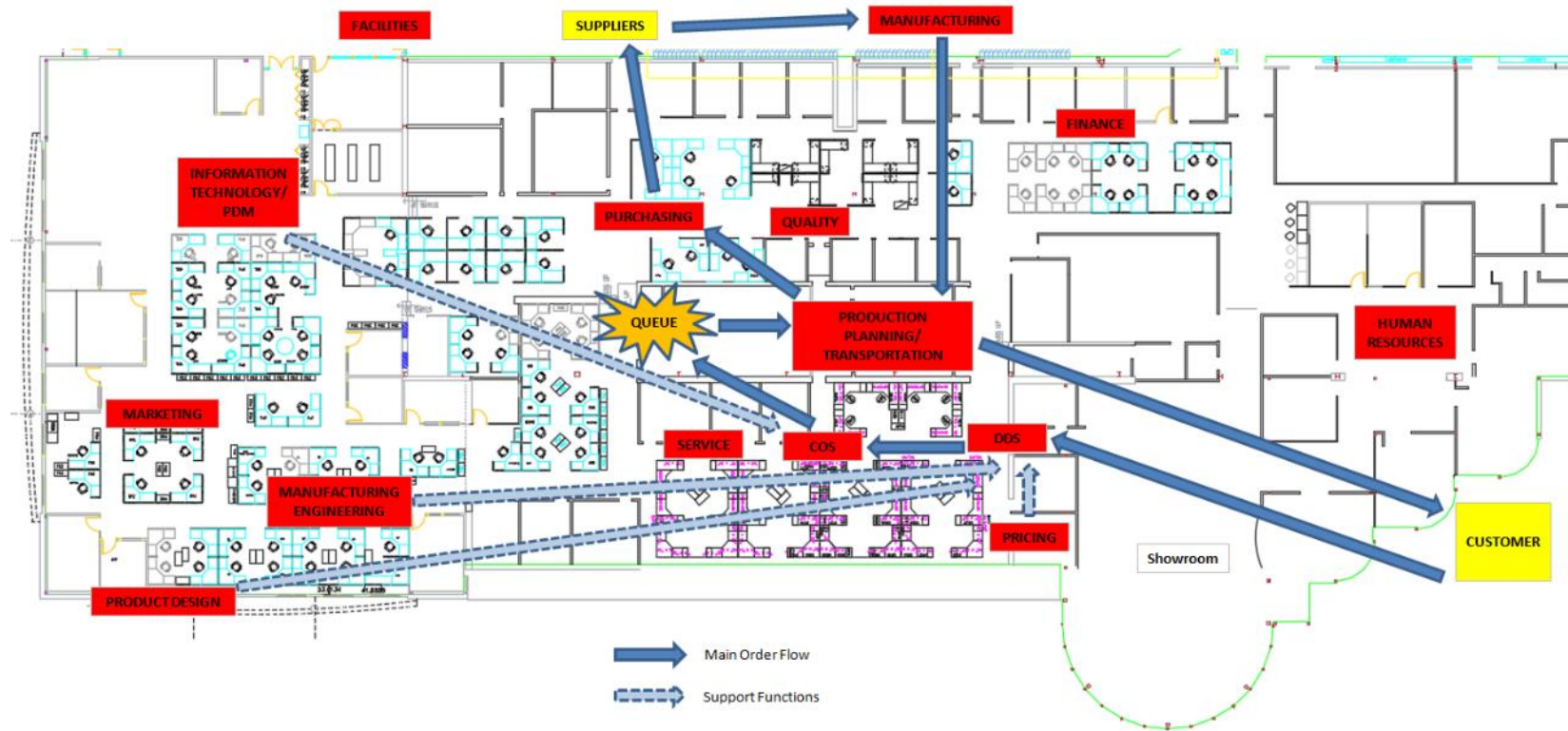
Lean 101 for Office Administration

1,400 total hours planned for Q1/Q2



LOEWEN WINDOWS

WHAT LEVEL OF LEAN ACTIVITY WAS HAPPENING BEFORE COVID-19?



Strategic focus - Lean in the Office
'deep dive' approach

Cross-functional team development of current state and future state maps of Order Entry to Shipping



How has COVID-19
impacted Lean activity?

PROLIFIC GROUP

HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?

CM &E CANADIAN MANUFACTURERS & EXPORTERS		TOUR FEEDBACK
HIGHLIGHTS WHAT WAS DONE WELL	OPPORTUNITIES POSSIBLE IMPROVEMENTS	
<i>According to the Board/RT's our Projects and Strategic, displayed on floor in place</i>	<i>- Digital document storage for Financial area</i>	
<i>- operators maintain spirit TPA</i>	<i>- Loading paper on floor - move higher reduce injury.</i>	
<i>- Leadership group has schedule to visit huddles</i>	<i>✓ Folding machine finger safety?</i>	
<i>- Operator huddles for loud areas</i>		
GENERAL COMMENTS		
<i>Huddles at different times so departments can visit others' huddles.</i>		

CME Tour Feedback



Lean Greenbelt Feedback

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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



PROLIFIC GROUP

HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



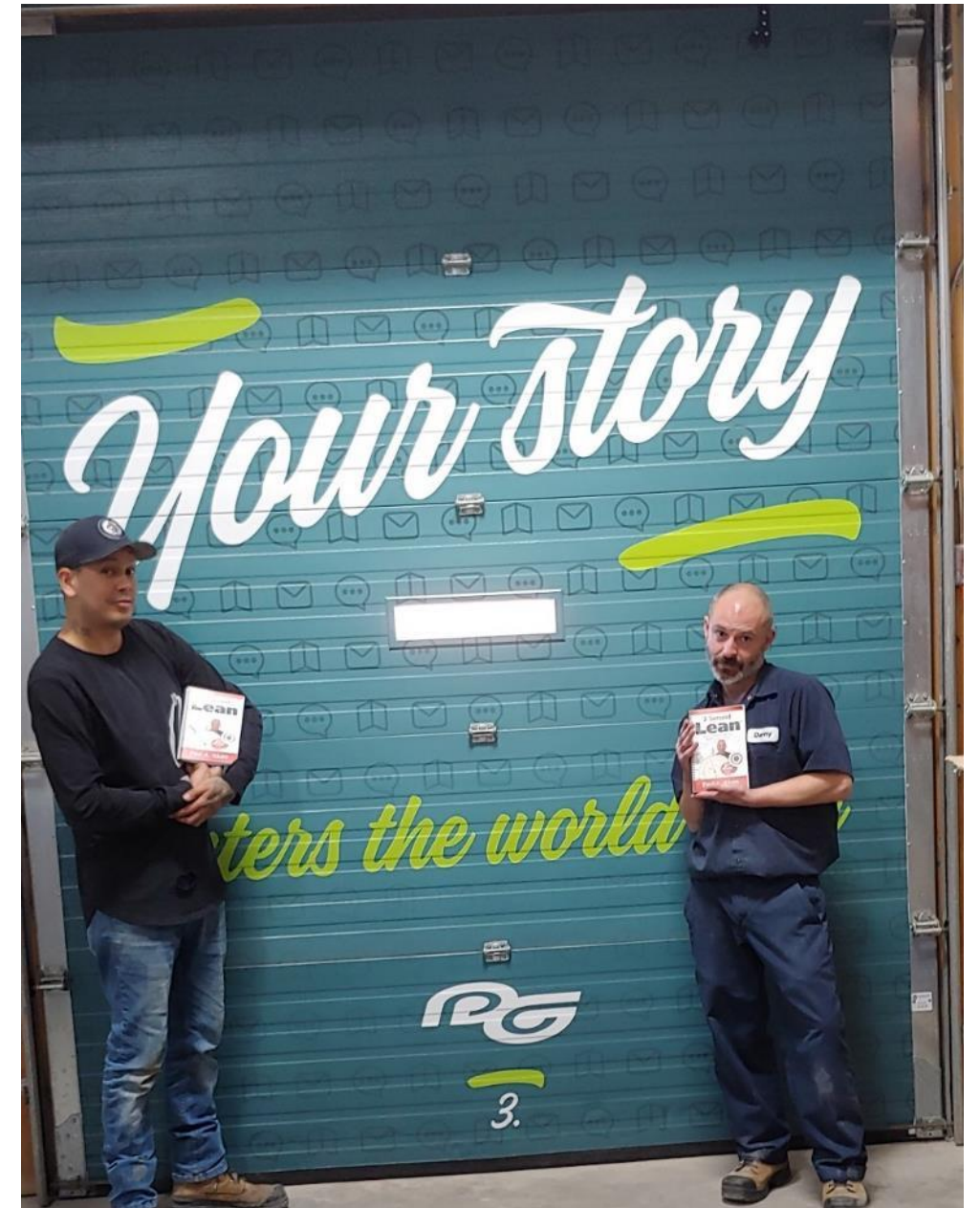
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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



PROLIFIC GROUP

HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?

Maintaining Lean activity with slight adjustments:

Retaining social distance

One way aisles

Using masks etc.

Being creative

Working from home

Utilizing online tools, webinars, Microsoft Teams



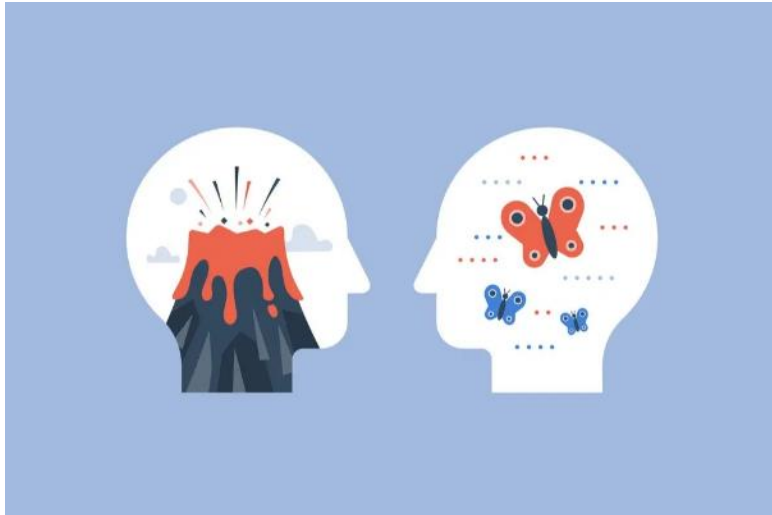
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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?

Maintaining Lean activity with slight adjustment:

Using videos for training and project reviews

Implementing some 'Heart Mind Coherence'
techniques for stress relief



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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



Best Practices:

- regular Zoom meetings
- meetings start on-time
- mute when not speaking
- respect speaker, don't interrupt
- create visual whiteboard to record issues
- utilize same time chat's
- email communication...when necessary

Strategic focus - Lean in the Office
'mile wide/inch deep' approach

Conducting office departmental huddle meetings remotely, sharing best practices

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HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?

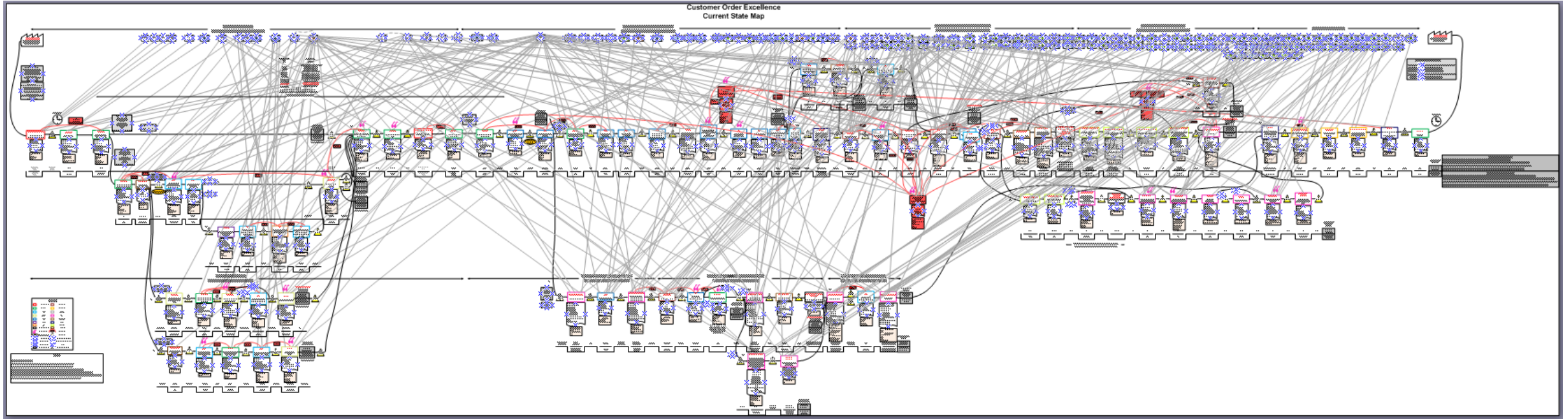


Strategic focus - Lean in the Office
'mile wide/inch deep' approach

Investigating remote facilitated training with CME – Lean for Executives, Lean level I for Office Leaders

LOEWEN WINDOWS

HOW HAS COVID-19 IMPACTED LEAN ACTIVITY?



Strategic focus - Lean in the Office
'deep dive' approach

Cross-functional team including Dealers and Architects developed current state map during COVID-19

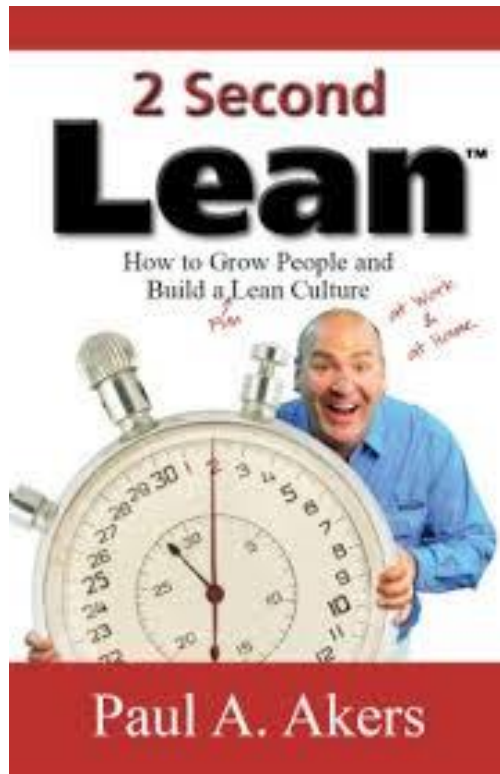
100% done remotely by utilizing Zoom meeting and Visio



What are you doing to sustain
your Lean activity?

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WHAT ARE YOU DOING TO SUSTAIN YOUR LEAN ACTIVITY?



**STANDARD
WORK**

PRICE INDUSTRIES

WHAT ARE YOU DOING TO SUSTAIN YOUR LEAN ACTIVITY?



LOEWEN WINDOWS

WHAT ARE YOU DOING TO SUSTAIN YOUR LEAN ACTIVITY?



Utilize NEW Continuous Improvement tools i.e. remote meetings and current state mapping using Visio. Ensure participants have roles to keep engaged

Conduct remote departmental meetings when team members are out of the office



QUESTIONS FROM
ATTENDEES?



THANK YOU FOR ATTENDING

Ian Marshall

Lean Champion

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Au service de tous les Manitobains



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