

CM

&E

CANADIAN
MANUFACTURERS
& EXPORTERS

Improving Daily
Operations

31
DECEMBER
2019

June 16th, 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			



Learn from the best to
ensure success
Reasons we will be
successful

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

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IAN MARSHALL

LEAN CHAMPION

15 Years CME:

Lean & Productivity Services

10 Years Operations Management:

Bus manufacture

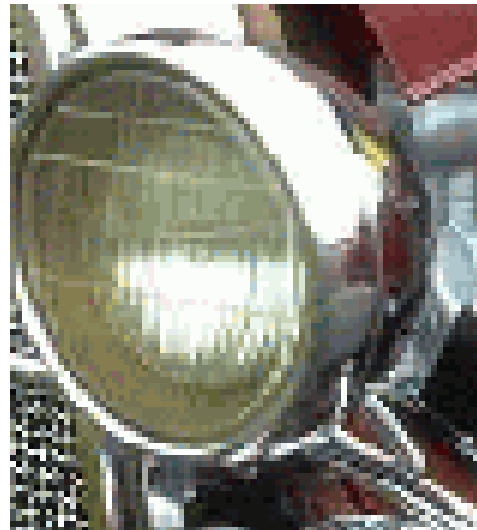
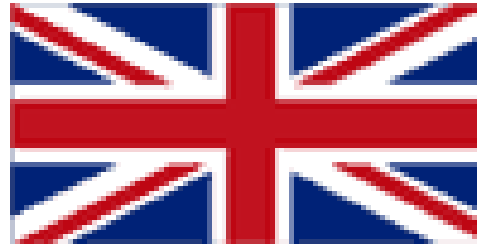
Agricultural Equipment

Furniture manufacture

12 Years Lucas Business Redesign:

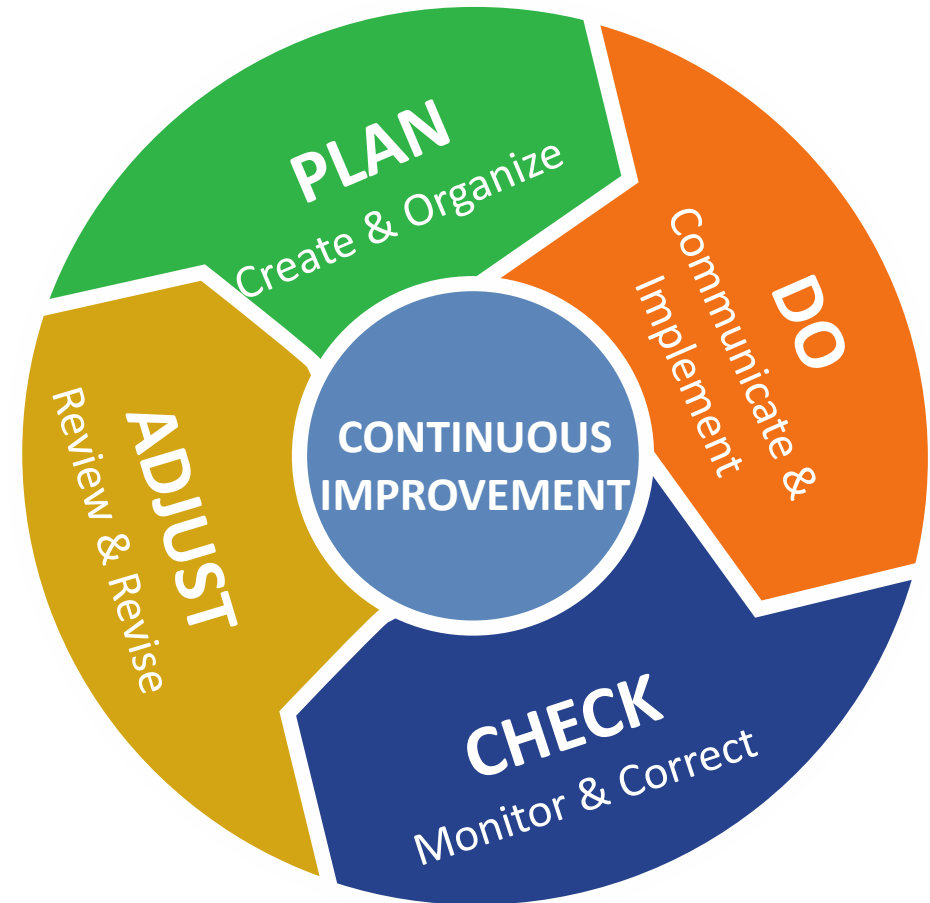
Automotive manufacture

Aerospace manufacture



AGENDA

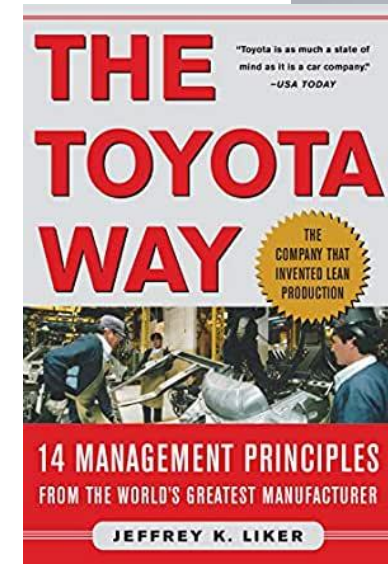
Lean Philosophy
Kaikaku (radical change)
Kaizen Blitz (rapid improvement)
Kaizen (daily improvement)
Lean Management System
Leaders' Role



WHAT IS LEAN?

“Lean is an operations’ strategy with a new set of values to **engage people** in continuously improving safety, morale, quality, cost and productivity”

Jeffrey Liker - The Toyota Way



Jeffrey Liker

FOCUS ON PROCESS

“Managers must change from the habitual focus on **results** to a different and less obvious focus on **process**”

David Mann - Creating a Lean Culture



THE TOYOTA WAY

“All we are doing is looking at the time line from the moment the customer gives us an order to the point when we collect the cash.

And we are reducing the time line by reducing the non-value adding wastes.”



Taiichi Ohno

THINK FLOW

THINK FLOW - Think flow – make everything flow without interruption...
stoppages collect cost, errors and waste



Womack and Jones - Lean Thinking

START WITH VISION AND PURPOSE

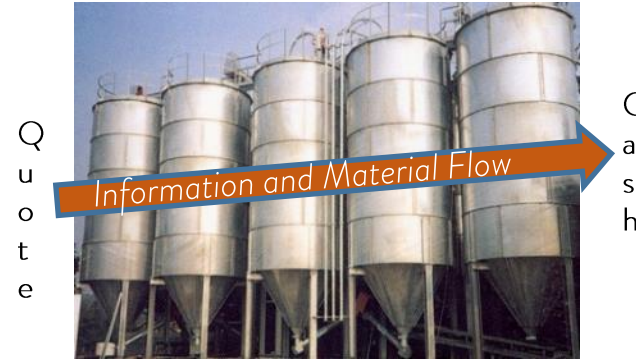


Karl Wadensten - President/CEO VIBCO Inc.

VIBCO VISION – “*SAME DAY, NEXT DAY*”

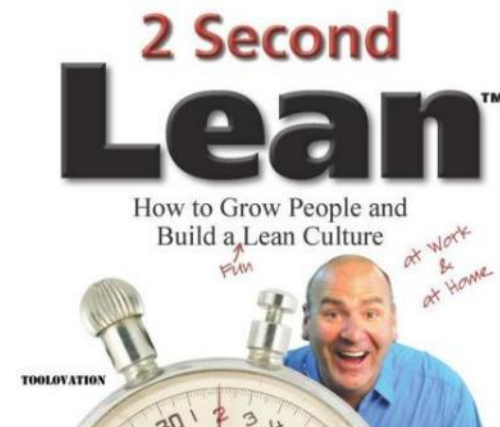
LEAN STRATEGY

Kaikaku - radical change



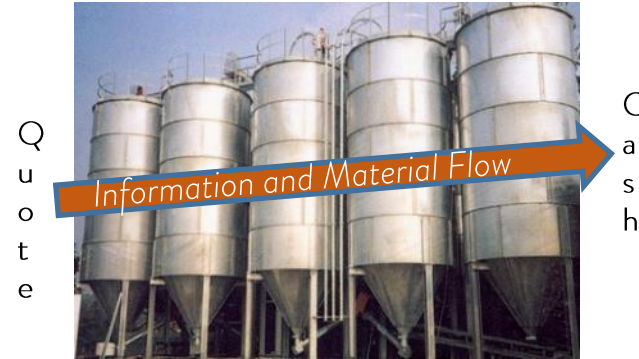
Kaizen Blitz - rapid improvement

Kaizen - daily improvement



LEAN STRATEGY

Kaikaku - radical change



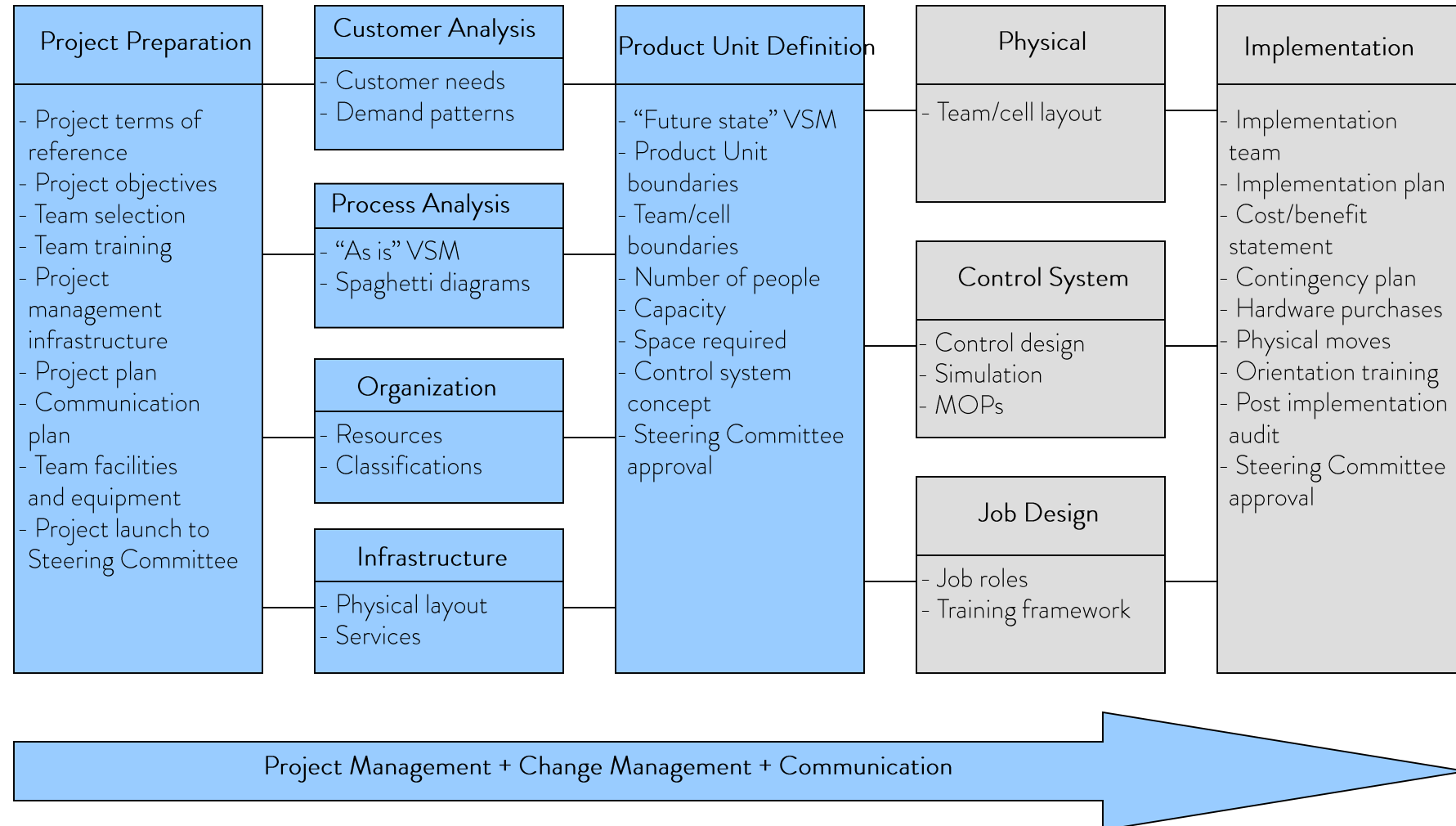
Kaizen Blitz – rapid improvement



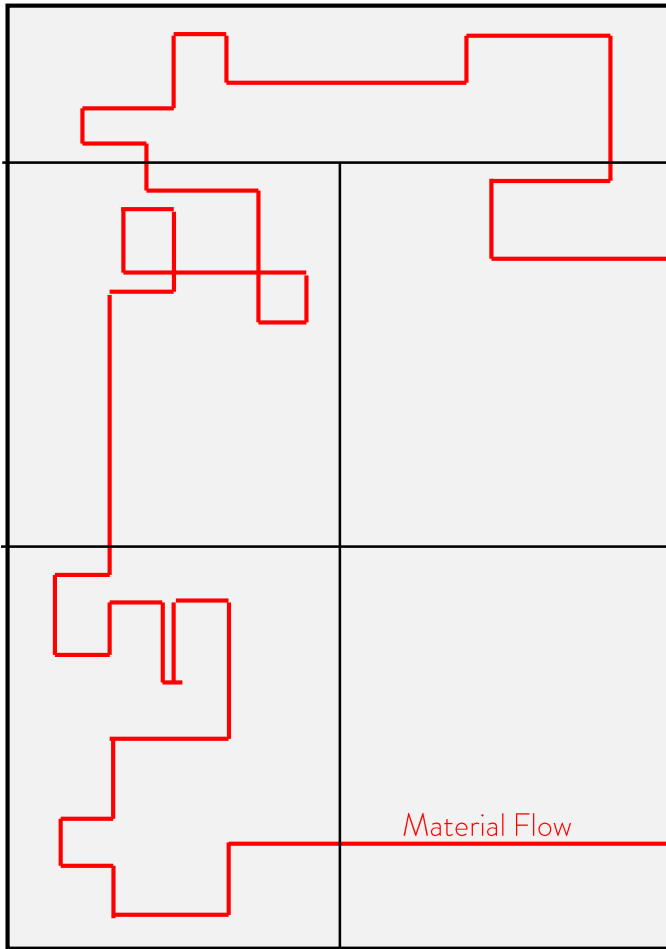
Kaizen – daily improvement



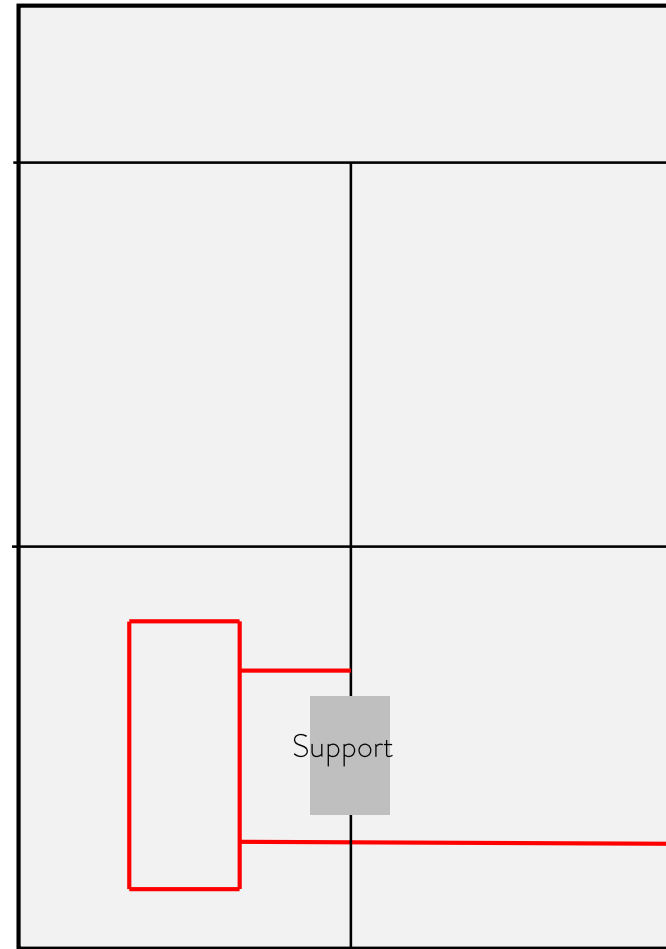
BUSINESS REDESIGN METHODOLOGY



BUSINESS REDESIGN



Before



After

Results:
75-80% reduction in
production lead time
and work-in-progress

LEAN STRATEGY

Kaikaku - radical change



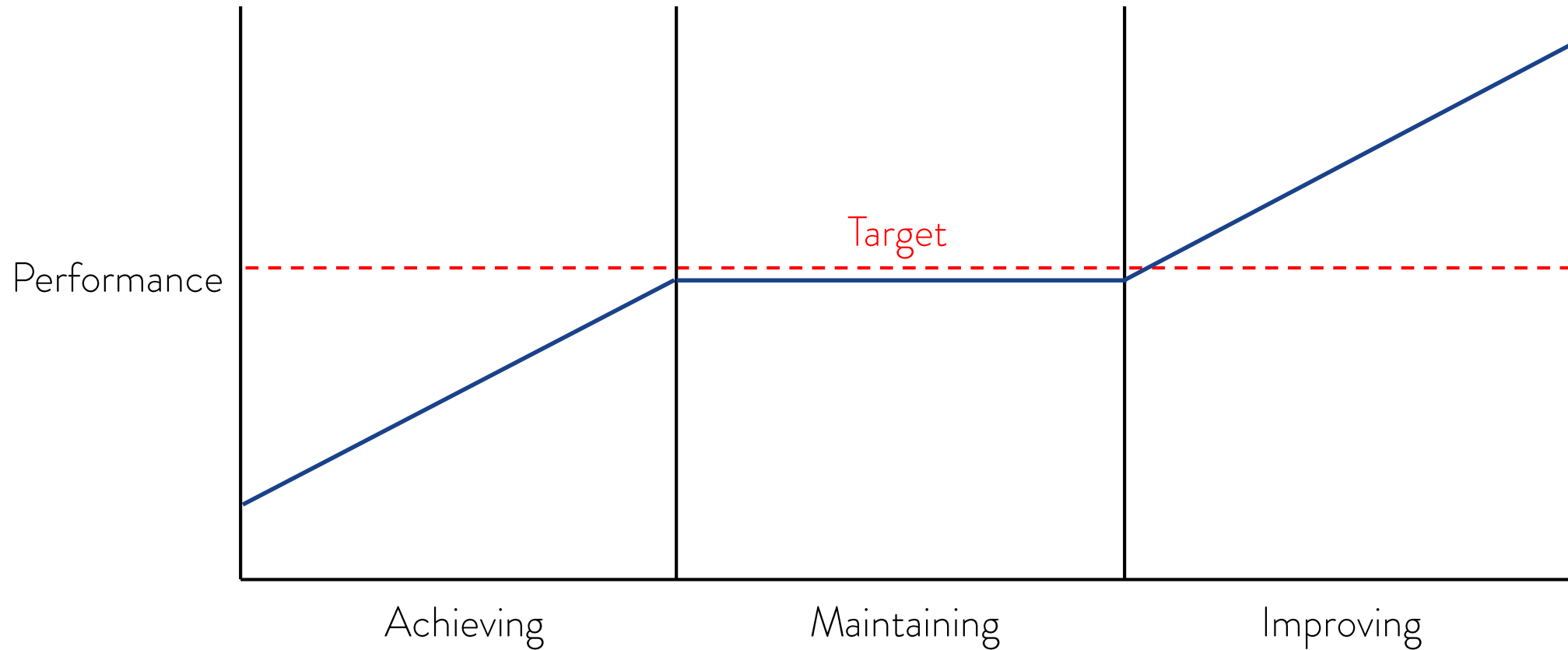
Kaizen Blitz - rapid improvement



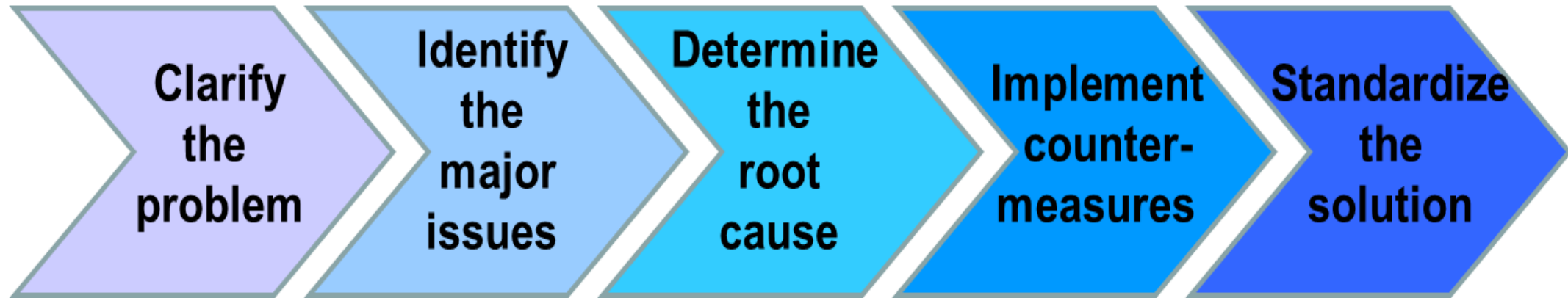
Kaizen - daily improvement



STAGES OF PROBLEM SOLVING



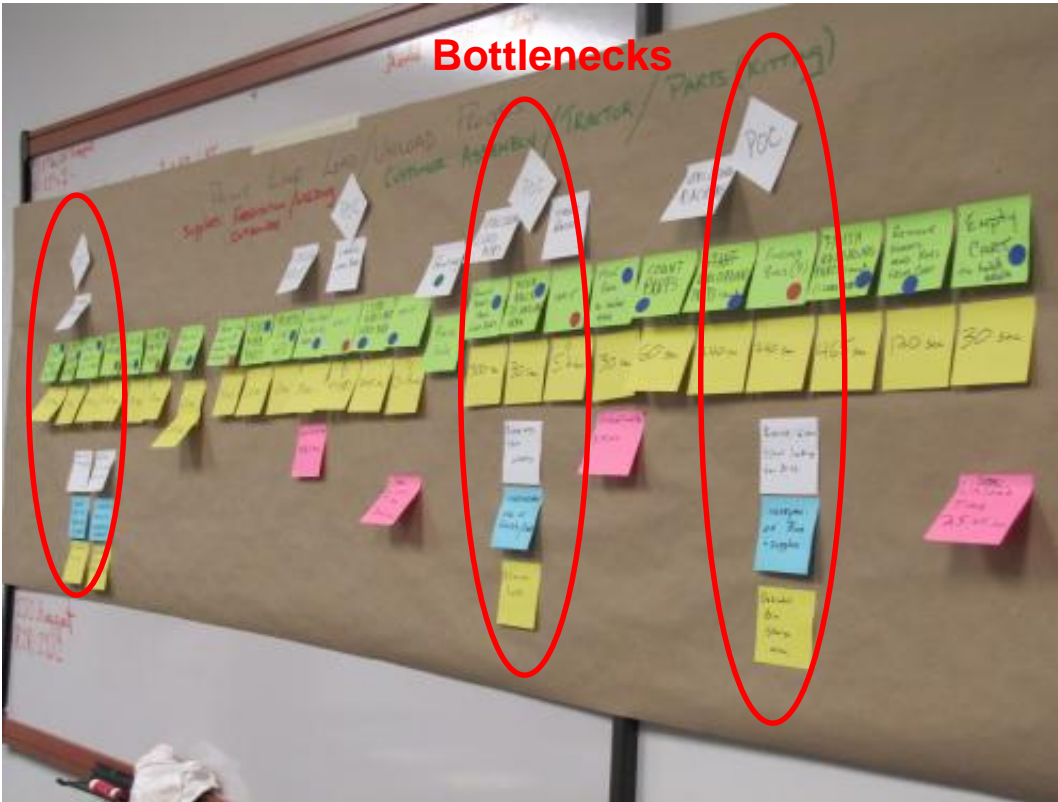
FIVE STEP PROBLEM SOLVING METHOD



← Day 1 → ← Day 2 → ← Day 3 →

Three-day Kaizen Blitz or Rapid Improvement Project

CLARIFY THE PROBLEM



Process Step



Cycle Time



Issue

Root Cause

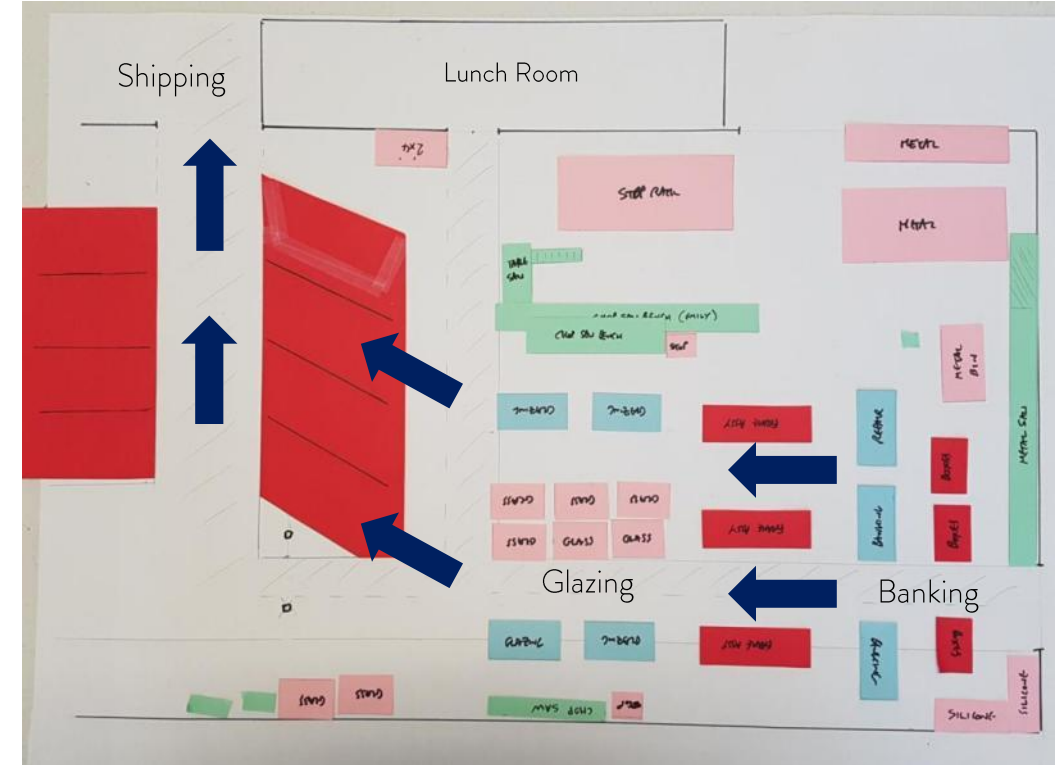
Solution



KAIZEN BLITZ RESULTS – CYCLE-TIME REDUCTION



Order processing reduced from 7 days to ½ day through elimination of batching!



Custom window throughput time reduced 50% and productivity increased 100% through line-balance and flow!

5S METHODOLOGY



KAIZEN BLITZ RESULTS – 5S

Before



After



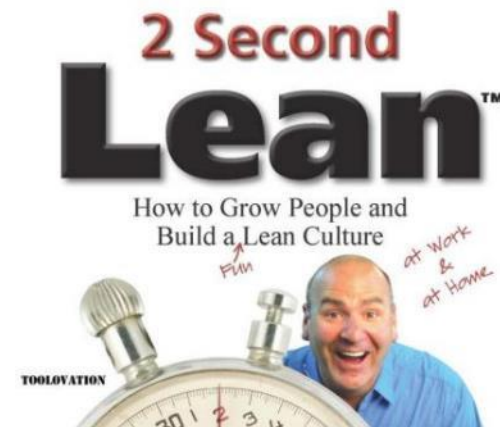
LEAN STRATEGY

Kaikaku - radical change

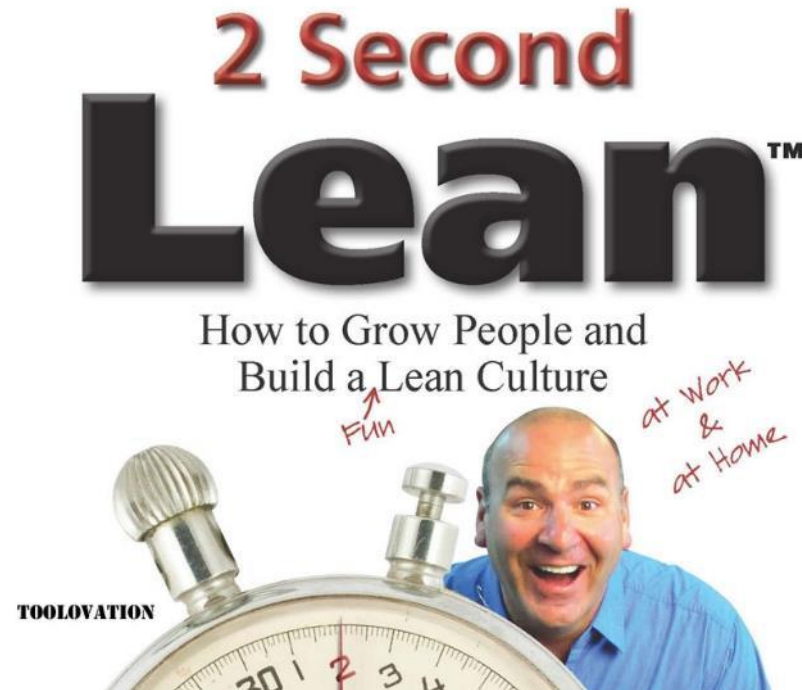


Kaizen Blitz - rapid improvement

Kaizen - daily improvement



DAILY IMPROVEMENT – 2 SECOND LEAN



Paul Akers – FastCap.com

Click on this link to hear from Paul Akers at Fastcap.com: <http://paulakers.net/books/2-second-lean-resources/2sl-our-top-lean-videos>

DAILY IMPROVEMENT



Paint protector



Sequencer



Place marker

DAILY IMPROVEMENT



Mistake proofing



Mobile office



Step stool

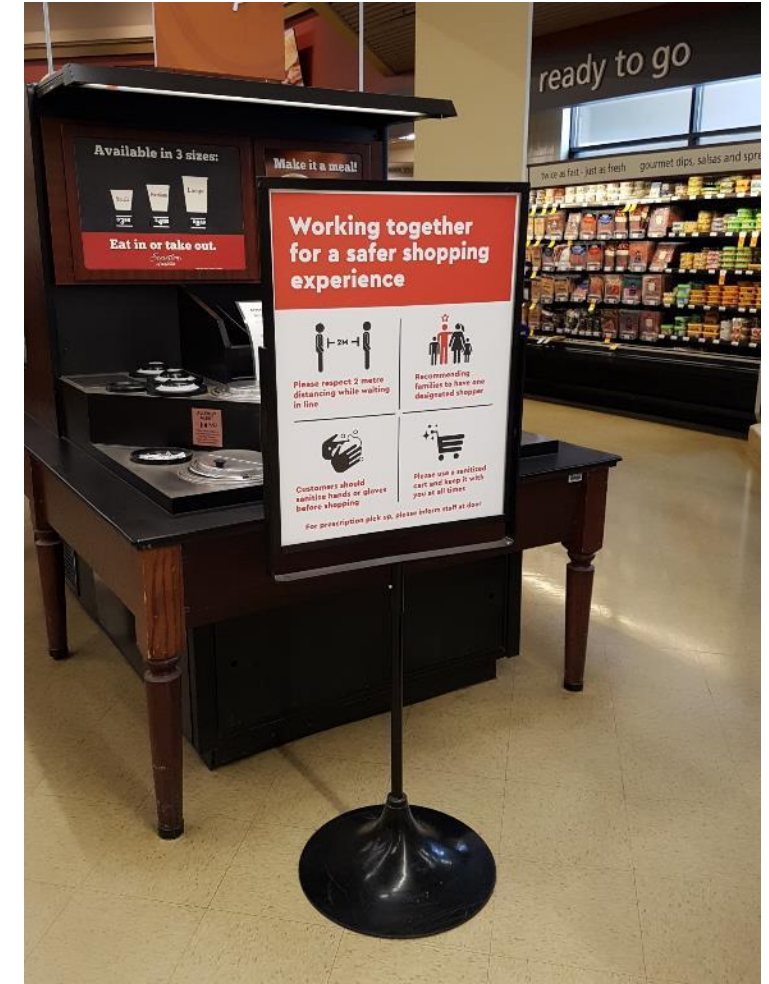
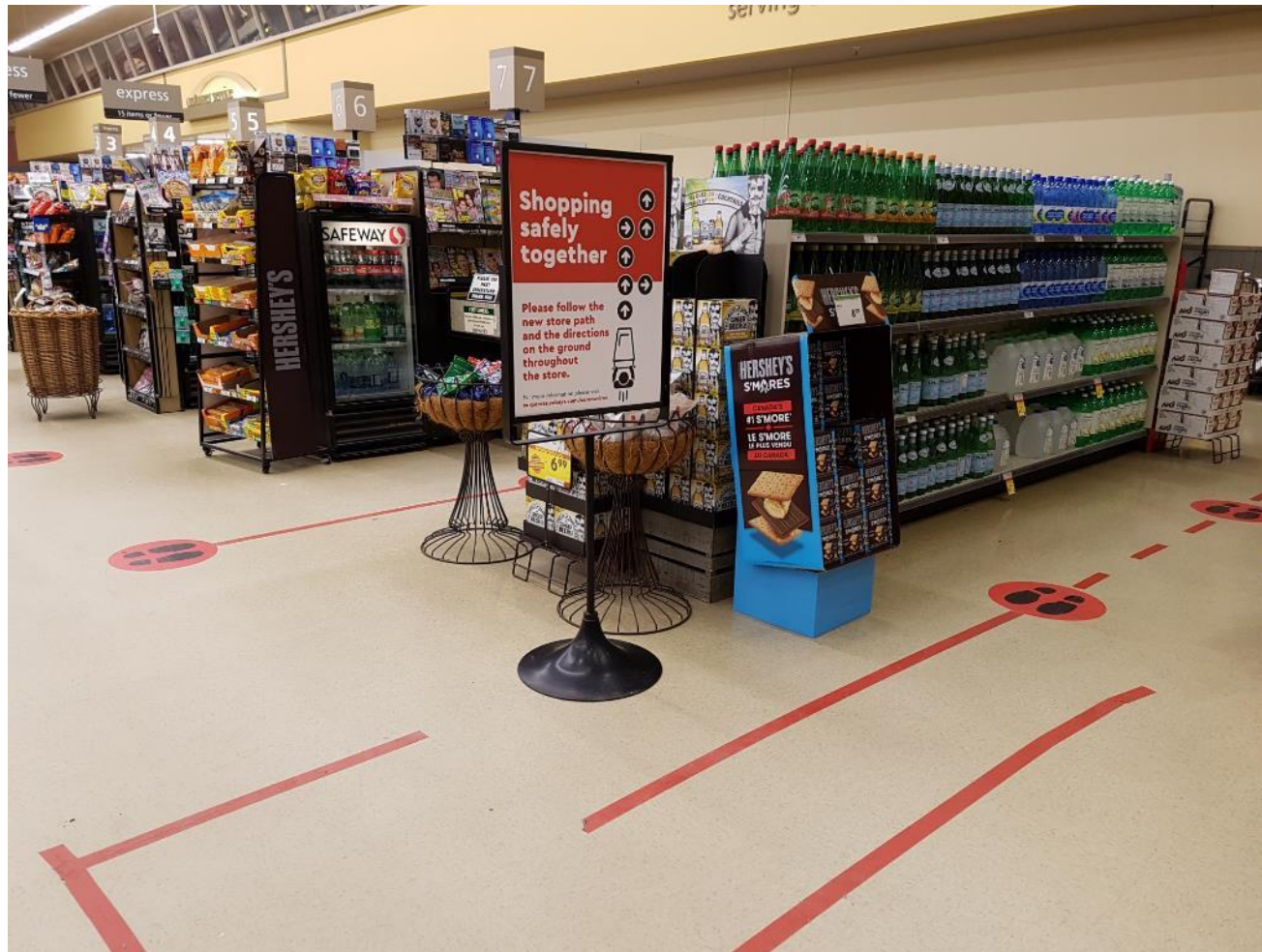
THE VISUAL WORKPLACE



THE VISUAL WORKPLACE



THE VISUAL WORKPLACE



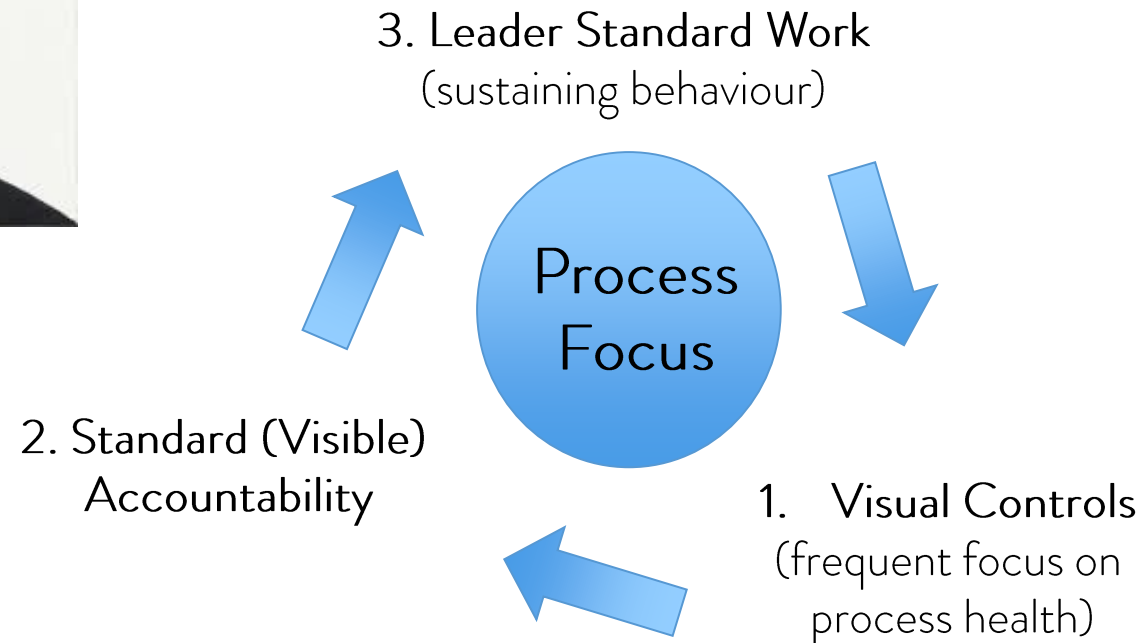
THE VISUAL WORKPLACE



LEAN MANAGEMENT SYSTEM

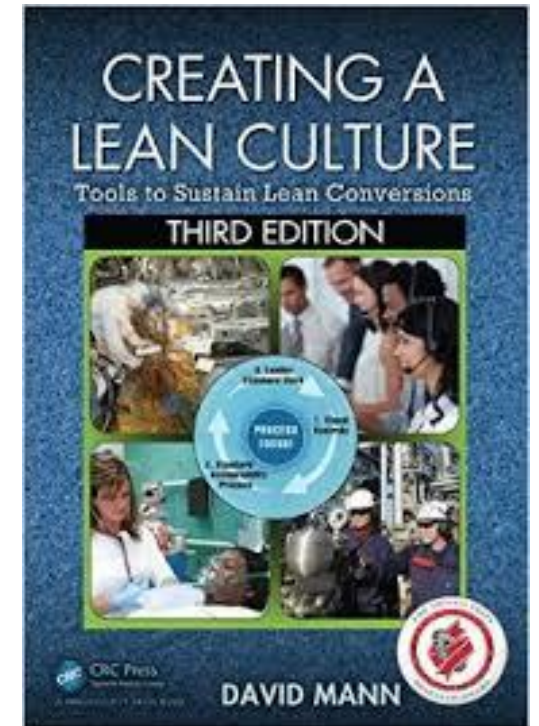


David Mann



*“If the Lean Management System is healthy
Then the Lean Production System is healthy”*

David Mann - Creating a Lean Culture



VISUAL CONTROLS

“The status of virtually every process should be visible in Lean management”

“Visual controls connect people to processes and reflect adherence”

David Mann - Creating a Lean Culture

KitchenCraft		Hour By Hour Chart				Demand:
Date	April 4	Area	Cumulative		Issues	Init
Time	Time Avail	Target	Actual	Target	Actual	
7:00-8:00	45	296	0	296	0	COSTA DOWN
8:00-9:00	48	220	220	516	220	
9:00-10:00	60	293	500	809	520	
10:00-11:00	60	293	300	1102	820	
11:00-12:00	45	220	220	1322	1040	
12:00-13:00	45	220	220	1542	1260	
13:00-14:00	60	293		1836		
14:00-15:00	68	366		2202		
15:00-16:00	45	296	204	296	204	SDS 1681 (371) No insens
16:00-17:00	48	220	266	516	470	SDS 1409 (643)
17:00-18:00	60	293	216	809	686	SDS 1254 (798) SMALL SAN
18:00-19:00	60	293	157			

Hour by hour actual to plan progress chart

ACCOUNTABILITY PROCESS

TRADITIONAL MANAGEMENT:

“Did you meet the schedule?”

LEAN MANAGEMENT:

“What caused the problem that interrupted the process and who will do what to fix it?”

David Mann - Creating a Lean Culture



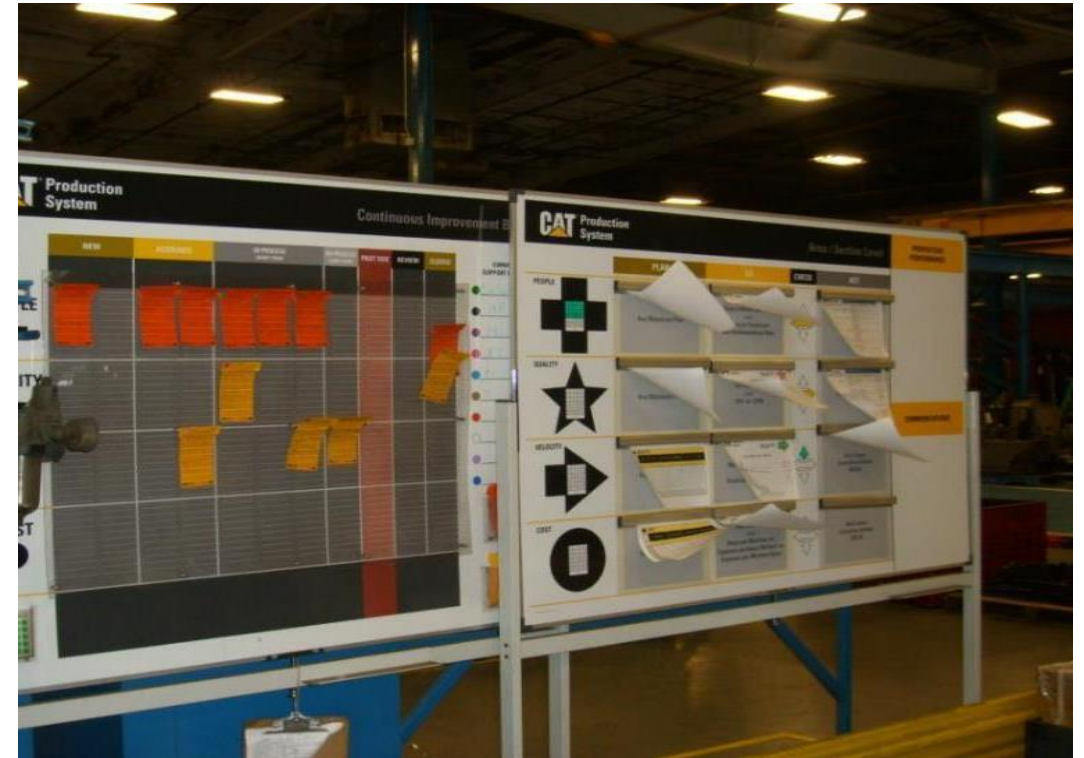
Daily Huddle – Shift Plan & CI

LEADER STANDARD WORK

Go to visuals regularly to verify they are being completed

Conduct Standard Accountability meetings around visuals

- Ask about 'misses'
- Make assignments and act on the misses
- Follow-up on assignments



David Mann - Creating a Lean Culture

GENIE'S LEAN MANAGEMENT SYSTEM

TIER 1 – TEAM LEADER LEAD

Big 5 – S, Q, D, C, M – focus on abnormality

TIER 2 – SUPERVISOR LEAD

Drive improvement

TIER 3 – VALUE STREAM LEADER LEAD

Ensure cross functional support

TIER 4 – PLANT DIRECTOR LEAD

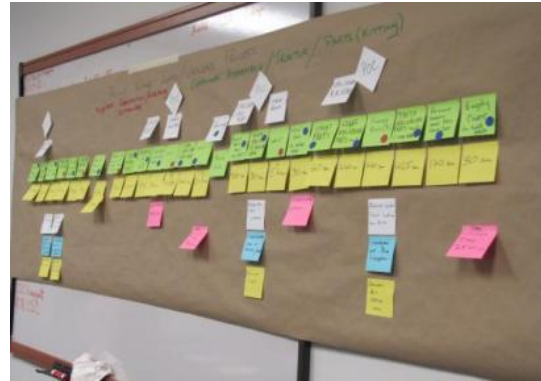
Audit the system



STEPS TO IMPROVING DAILY OPERATIONS



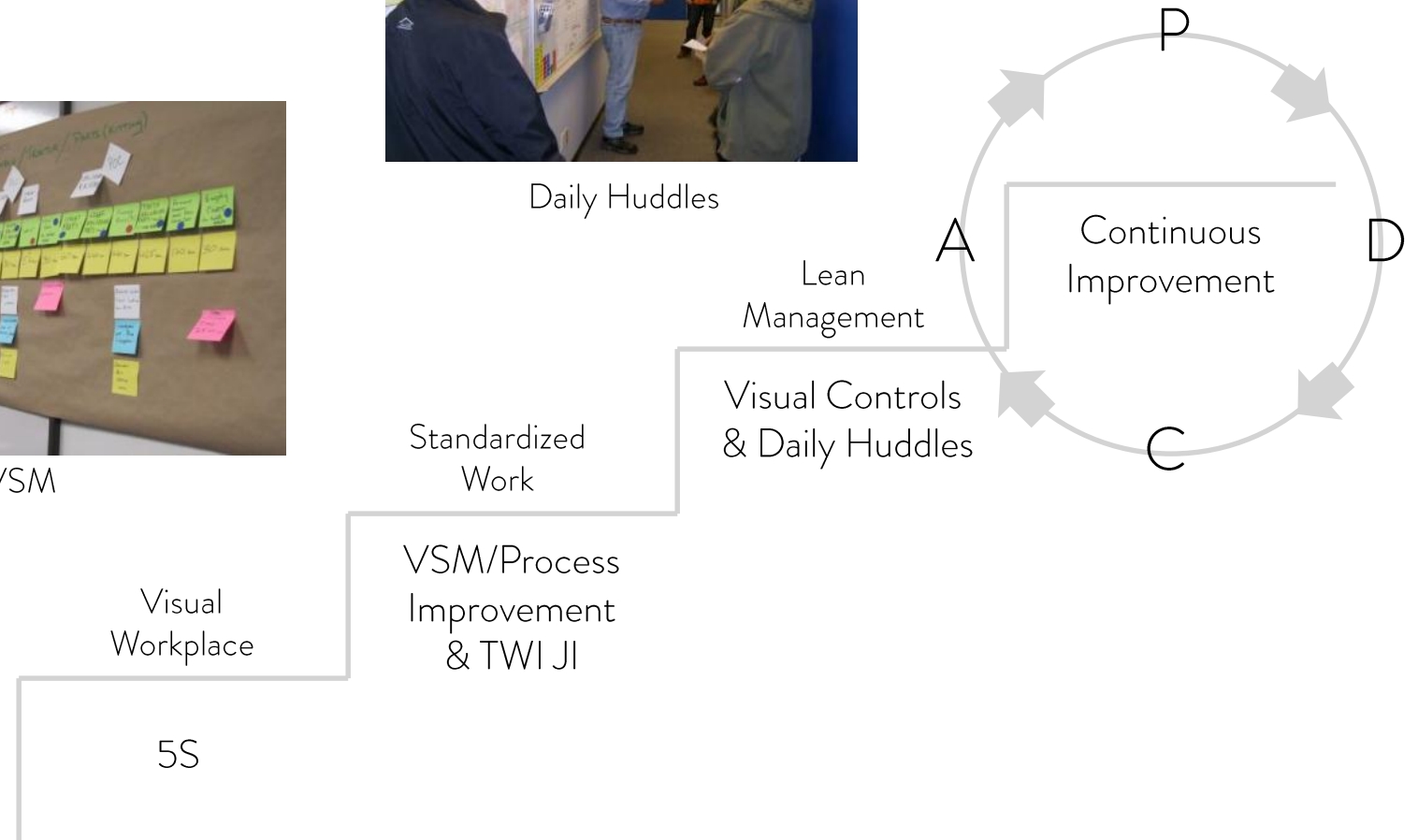
5s in the office



VSM



Daily Huddles



"Begin with stability producing Lean projects and use them to prepare the ground for Lean management"
David Mann- Creating a Lean Culture

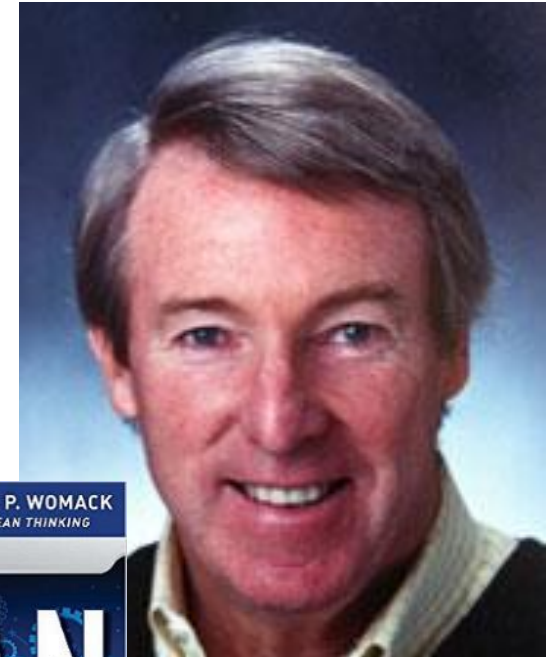
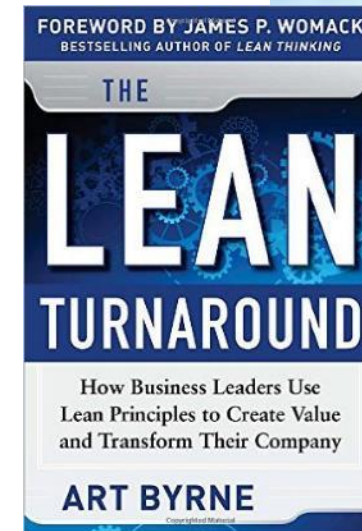
LEADERS' ROLE

Set direction and build organizational capability to solve problems at the root cause

Support through daily *gemba* walks and frequent reviews of the key performance indicators (KPIs)

Identify breakthrough opportunities and set stretch goals to achieve them

Show respect for all your associates



Art Byrne

Click on this link to hear highlights from Embracing Excellence Lean Conference Keynote Speakers:

<https://www.youtube.com/watch?v=LckB8LsohTo&list=PLhr-OrB37J-PlqcsqjVXsDpDWvHzEsw1p&index=22>

LEADERS' ROLE

Listen to and learn from the people who make the product

Everyone's job is to look for improvement – give them the tools, and show them you care

Create an environment where people can enjoy their work



Wilbert James, President TMMK

RESOURCES - BOOKS

The Machine That Changed The World - Womack, Jones & Roos

Lean Thinking - Womack & Jones

The Toyota Way - Liker

The High-Velocity Edge - Spear

Everybody Matters - Chapman & Sisodia

Creating A Lean Culture - Mann

The Work of Management - Lancaster

Leading The Lean Enterprise Transformation - Koenigsaecker

The Lean Turnaround - Byrne

Starting Lean from Scratch - Timmerman

The Toyota Way to Lean Leadership - Liker & Convis

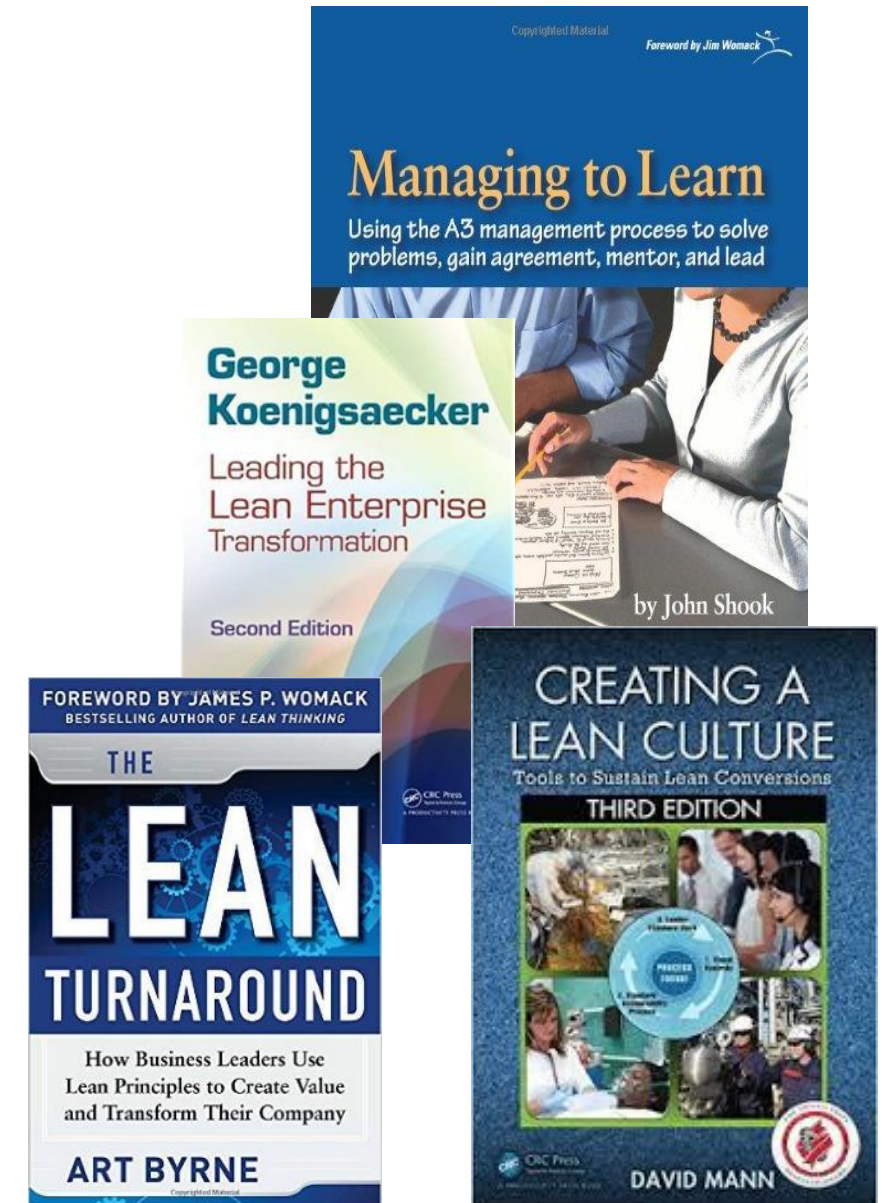
Lean Office And Service Simplified - Locher

Managing To Learn - Shook

Understanding A3 Thinking - Sobek & Smalley

2 Second Lean - Akers

Toyota Kata - Rother



WINNIPEG JUNE 7-10, 2021

7 KEYNOTE SPEAKERS

36 PRACTITIONER-TO-PRACTITIONER SESSIONS

- Value Stream 1: Leadership
- Value Stream 2: People
- Value Stream 3: Daily Improvement
- Value Stream 4: Special Interest

24 PLANT TOURS

15 WORKSHOPS



QUESTIONS FROM
ATTENDEES?



THANK YOU FOR ATTENDING

Ian Marshall

Lean Champion

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