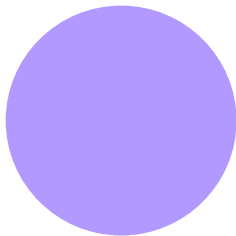
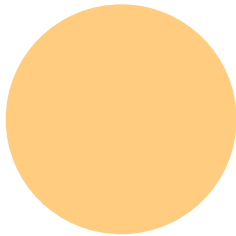
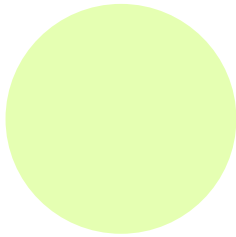


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LEAN THOUGHTS

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Why Implement Lean in the Front Office



LEAN CONSORTIUM MEMBERS:

- CFN Precision
- CGL
- CTS Canada
- EATON Cutler Hammer
- KRAFT
- LA-Z-BOY- Residential
- MESSIER-DOWTY
- MORRISON LAMOTHE
- ORENDA
- NESTLE WATERS CANADA
- STACKPOLE

- Avoid re-dos on the factory floor
- Eliminate excessive handoffs, returns, and duplicate work
- Integrate technology more effectively
- Reduce contract and document processing time
- Improve order to cash processing flow and accuracy
- Improve customer lead-time
- Improve communications across departments and minimize conflicts
- Free up people to do strategic and proactive work
- Make individual and departmental responsibilities crystal clear
- Create a more focused and profitable organization

Source: *The manufacturers Edge* www.mamtec.org



Where "Lean Thoughts" Become Reality

The Complete Lean Enterprise

by; Beau Keyte & Drew Locker

As a Lean Practitioner you are always looking for additional tools in pursuit of Continuous Improvement ?

If you have not already found it ... **"The Complete Lean Enterprise"** should be the next tool to be added to your toolbox.

"Learning to See" written by Mike Rother and John Shook provided us with a tool that taught us to see waste in a manufacturing world. This book has become an Icon in the Lean Practitioner's world. Many companies use this tool on a regular basis as a backbone to their Annual Operating Plan and to develop their Continuous Improvement plans for the coming foreseeable horizon. I am even aware of many companies that incorporate a Value Stream Mapping exercise as an integral part of the Product Realization Process.

Now we have an additional tool, **"The Complete Lean Enterprise"**. This tool now enables us to migrate from the shop floor into administrative processes to identify sources of waste and opportunity. Probably many of you, like myself, have tried to apply the traditional VSM activities into administrative process with various degrees of success ... or in my case failure.

The Complete Lean Enterprise Book is not meant to replace the power of Learning to See" but rather is a strong supporting partner.

As indicated in Learning to See a "Current State Map" without a "Future State Map" is a waste of time ... I will argue that not incorporating a detailed communications map into your VSM is an extended waste of time.

Yes, continue to use Learning to See for your manufacturing floor and introduce your admin teams to The Complete Lean Enterprise. In this manner they can be used independently.

However on the shop floor when used together, since products do not seem to self assemble without information and communication the combined energy can be powerful. You can quickly see if the Process time of information flow will support the Takt time of material flow in your value stream.

Some additional tips included in this exercise is the front-end development of a SIPOC

1. **S**upplier
2. **I**nputs
3. **P**rocess
4. **O**utput
5. **C**ustomer

I believe the authors have also created a good set

of questions to be addressed before developing a Future State Map;

1. What does the customer really need?
2. How often will we check our performance to customer needs?
3. Which steps create value and which are waste?
4. How can we flow work with fewer interruptions?
5. How do we control work between interruptions?
6. How will work be prioritized?
7. How will we balance the work load and/or different activities?
8. What process improvements will be necessary?

If you begin to utilize this tool in your administrative processes it will be definitely a challenge to change paradigms. I know of many companies that struggle with bringing 5S+1 principals into the office setting. ("You want me to shadow box my Mahogany desk?, I don't think so!"), I can only imagine the screams that will be heard when you begin to apply basic principals of Lean into the office setting. Imagine taking people out of cubicles and offices and establishing cells, or establishing a Hyjunkia box at order entry or accounts payable?

Just like the book Learning to See is a powerful tool to identify and eliminate waste this tool is very powerful in looking closely at your administrative and support functions. It becomes a very powerful and visible common communications tool that is easily understood by all.

Try it ... you will LOVE it!

Both Books can be ordered through Gail Grimaldi at OCAPT ocapt@iaw.on.ca

Also feel free to drop Drew a line if would like to use his great facilitation skills or attend one of his workshops. drewlocher@comcast.net

Of course you can also wait to attend the AME Conference in Dallas and register to attend one of his workshops www.ame.org

- ❖ "The Complete Lean Enterprise" - A Value Stream Mapping reference by Beau Keyte and Drew Locher (Productivity Press 2004). The book won a Shingo Prize for Excellence in Manufacturing in 2005.

Richard kunst





Tour Workshop Conference
 Consortium Event Schedule

January	February	March	April	May	June
<p>T</p> <p>Wednesday 25 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 15, CFN Precision, contact Barry Wood, bwood@cfn-inc.com</p> <p>W</p> <p>Date & location TBA Your own "STEP Diagnostic" to create Vision, Mission and Direction Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 22, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 19, CTS Corp., contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shakeshowcase Saturday 28 CTS Corp. Contact Cindy Grolleman cindy.grolleman@stackpole.com</p>	<p>T</p> <p>Wednesday 17, Stackpole CSD, contact Don Barber Don.Barber@stackpole.ca</p> <p>W</p> <p>Date & location TBA "Compartmentalize the Noise" * Daily Report-outs * Standard work for Leaders Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 21, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 12 to Thurs 15 K-W Ontario Contact www.ame.org</p>
July	August	September	October	November	December
	<p>W</p> <p>Date & location TBA "Establish Anchors" * VSWI ... Visual Work Instructions * TPM ... Total Productive Maintenance Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	<p>T</p> <p>Wednesday 20, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 11, Stackpole PMC, contact Cindy Grolleman cindy.grolleman@stackpole.com</p> <p>C</p> <p>AME National Conference Mon 16 to Friday 20 Dallas, Texas Contact www.ame.org</p>	<p>T</p> <p>Wednesday 15, Messier-Dowty, contact Richard Evans Richard.Evans@Messier-dowty.on.ca</p> <p>W</p> <p>Date & location TBA Your own "Get Organized" * 5S+1 Contact Richard Kunst Richard.kunst@la-z-boy.com</p>	