



LEAN

Lean (aka Continuous Improvement) is a mindset together with principles and tools that creates organizational value. Lean/CI enables and ensures financial, operational and organizational results.

Lean is a holistic approach to on-going organizational improvement.

4 Principles of Lean :

- (1) Top Leadership commitment and involvement to an **overall transformation** ... at a building materials client, the CEO and the leadership team adopted lean as strategic initiative that still remains today nearly 10 years later
- (2) Engage the organization in the **cultural improvement** effort ...as a frontline supervisor of 50 people at Otis Elevator, my team implemented 5 suggestions/person/year....meaning nearly every day we implemented one idea (reminds me of the multivitamin One-A-Day)
- (3) Continuously strive to **reduce waste** and increase value added time...at an aerospace client, we freed up millions of dollars of working capital by analyzing the discrete steps of work that the A/R department used in order to create, send and collect invoices...we reduced the original work content by >40%, repurposing 16 hours of work/week/person into collections
- (4) Use lean **principles** (respect for people) and **tools** (OEE, mistake-proofing) in a pragmatic fact-based way **to create value**....an employee who was skeptical about participating in their new company lean effort later said **"This helped make my job simpler and easier"**

Client Feedback: **"Susan's ability to quickly build relationships with frontline, technical, and senior employees and to identify the most important things to execute were the keys to the results we achieved".**

85% Productivity Increase



Client Success Story:

We supported an operational improvement for handheld vacuums of a consumer packaged goods company. Using a lean tool called pre-production planning (3P), we refined the product design and improved the manufacturing process (equipment, layout, staffing). In addition to the 85% productivity improvement, we developed a new layout with 30% floorspace reduction and 20% throughput improvement. We chose new processes/equipment that did one operation in the needed cycle time (1 minute) and spent minimal cost on simple and smaller machines.

Key Points on approach:

1. New manufacturing methods/machines: For each step of the process, we listed 7 alternative ways. For example, to put a hole in a piece of metal: drill, punch, machine, cast, laser cut.
2. Evaluate/select best alternative: Is this way a safe operation and ergonomically sound? Does it meet Takt Time? (Often machines go faster than needed.) Can it be mistake proof? Can changeovers be done within 1 minute? We chose to use snap-together fasteners rather than special screws/bolts.
3. Simulate new way: Using low cost materials (e.g., cardboard, duct tape, styrofoam), we developed a layout with new machines, gages, and fixtures.



Consider pre-production planning:

- New product introduction or significant design change
- 20% or more increase in volume
- Site relocation/consolidation

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