

EMBRACING EXCELLENCE

LEAN

CONFERENCE CANADA
WINNIPEG | JUNE 6-9, 2022



PRESENTED BY

CANADIAN
MANUFACTURERS
& EXPORTERS

CANADA'S LARGEST LEAN
EVENT IN 2022

EMBRACINGEXCELLENCE.CA



LOEWEN OFFICE LEAN JOURNEY

- **Steve Kreitz**, VP Finance & CFO.
- **Stuart Fengler**, Sr. Lean Specialist.
- **Matt Martens**, Product Data Management Manager.
- **Tiffany Recksiedler**, Continuous Improvement Group Leader.



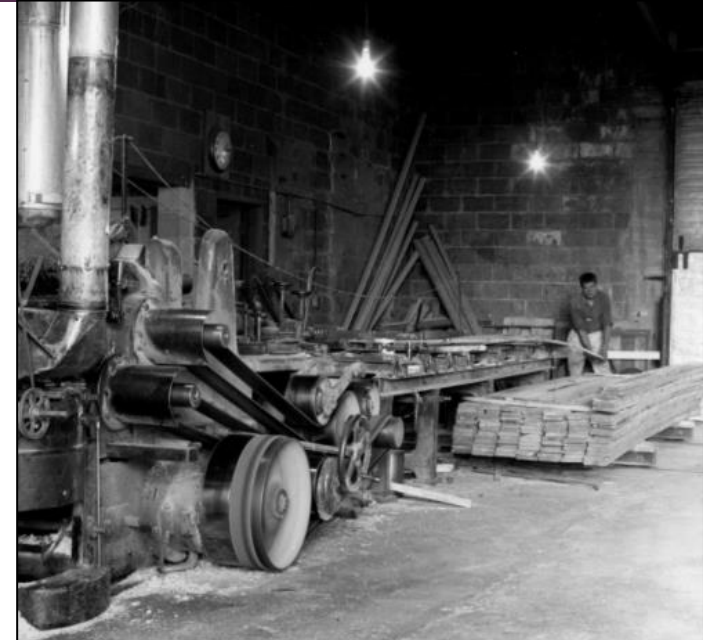
COMPANY BACKGROUND

- Privately held company, headquartered in Steinbach, MB.
- Established in 1905.
- One of southeastern Manitoba's largest employers since the 1960s.
- Supplier to Canada, United States, and some international markets.
- Canada's largest wood window and door manufacturer.



LEAN JOURNEY IN OPERATIONS

- **1988:** Just-in-Time Manufacturing – WIP reduction, line balancing.
- **2000:** Continuous Quality Improvement – 5S, Total Productive Maintenance, CQI charter teams.
- **2003:** Demand Flow Manufacturing – Assembly redesigns, capacity driven.
- **2005:** Business Process Redesign – Manufacturing/Systems, holistic review.
- **2008:** Housing Market Crash – Sustain improvements.
- **2010:** ‘Grass Roots’ Continuous Improvement – 2 Sec Lean, CI Teams, Kaizen events.
- **2019:** Lean Office . . . What about the office?



2019 LEAN JOURNEY IN OFFICE – HIGHLIGHTS

- Where do you start? Get people involved!
- **Strategy** – ‘mile wide/inch deep’.
- Started to develop 14 Continuous Improvement Facilitators - department consultants.
- Provided 140 training hours for Facilitators.
- Started process mapping.
- Injected new ideas – Department of Families tour and hosting events.



2019 LEAN JOURNEY IN OFFICE – PROCESS MAPPING

- Established a target – 3 process maps per department.
- Trained and empowered the CI Facilitators.
- Discovered lots of rework, ownership changes, duplication of work within our processes.
- Provided 52 departmental updates to Executive Change Council.
- Completed 33 process maps – 172 quick hits and 189 strategic ideas.

1. Input/Output + phases
2. Map out process with sticky notes
3. Enter sticky note process into Visio
4. Validate with stakeholder(s)
5. Summarize metrics, identify VA/NVA, and dur.
6. Identify issues
7. Identify solutions & prioritize accordingly
8. Complete action item list
9. Facilitate improvements through CI Board (i.e. stand-ups)
10. Sustain improvements & continuous improvement

The diagram shows a flow from a vertical timeline to a horizontal process map, then to a Visio software interface, and finally to a summary table and a circular improvement cycle. The photographs show a meeting room with multiple process maps on the wall and a conference table with a process map on the wall.

2019 LEAN JOURNEY IN OFFICE – HUDDLE BOARDS / GEMBA WALKS

- Assigned the leadership team with developing a standardized department huddle board.
- Implemented the huddle boards in 14 departments – Finance, Human Resources, IT, Quality, etc.
- Tasked the leadership team with developing a Gemba Walk process – agenda, schedule, documentation.



TRANSFORMATION PROCESS PERSPECTIVE – EXECUTIVE

- Successes – Developed facilitators in each functional area, completed mapping of key processes, identified hundreds of quick hits and gems
- Challenges – competing workloads and priorities.
- Suggestions – In retrospect, should have started with Lean 101 refresh and leader training
- Support required – starts at the top – leaders need to model the behavior for their teams
- Engagement – Visit with Department of Families was very inspirational and a strong example of lean implementation in an information flow environment



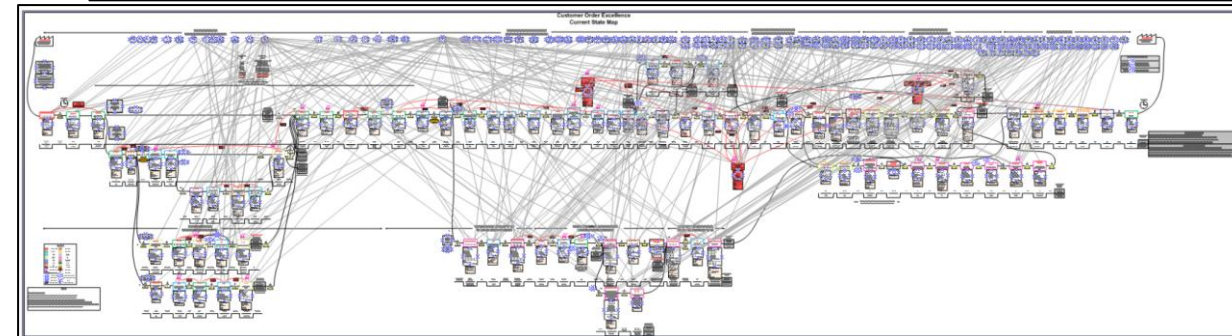
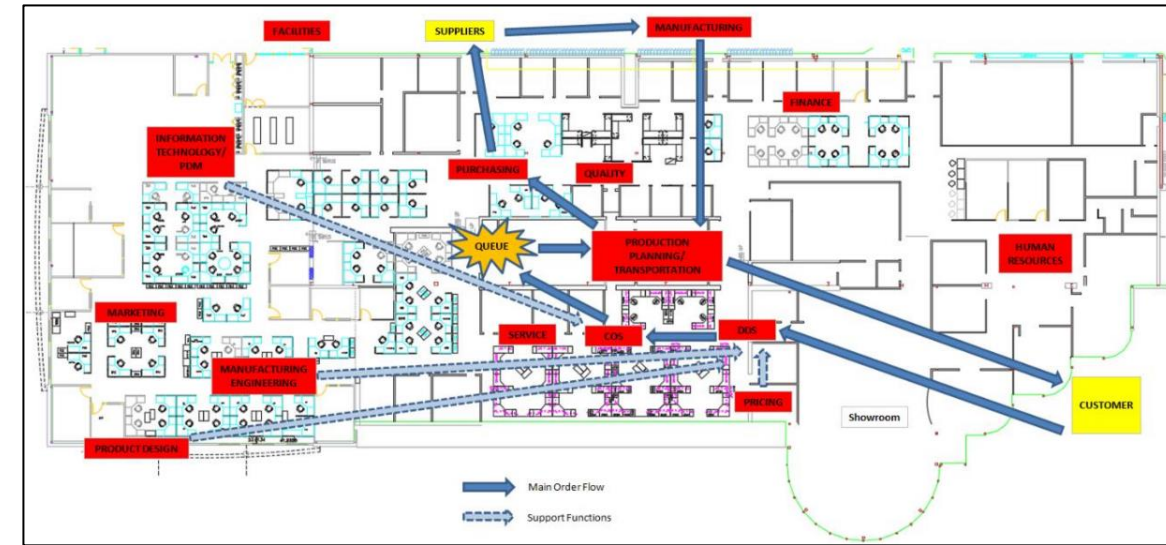
2020 LEAN JOURNEY IN OFFICE – HIGHLIGHTS

- **Strategy** – finish what we started, more training, and more value stream mapping.
- Invested in the Leadership team.
- Conducted +1,400 hours of training – Lean 101, Yellowbelt, and Lean for Leaders.
- Provided lean exposure through CME events – Kaizen Conference, Consortium, tours.
- Survived the introduction of COVID.



2020 LEAN JOURNEY IN OFFICE – HIGH LEVEL VSM

- Created a project team to improve the quote to manufacturing process.
- Evaluated information process flow and system dependence.
- Started current state as COVID hit in March, 2020.
- Resorted to 100% remote via Zoom and Visio.



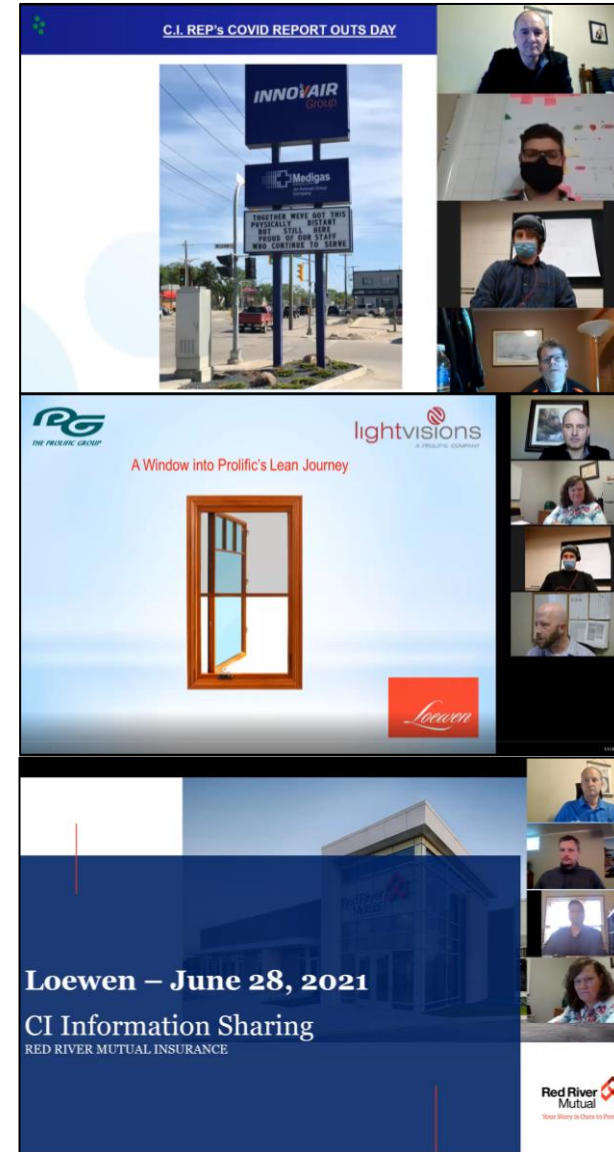
TRANSFORMATION PROCESS PERSPECTIVE – OFFICE LEADER/FACILITATOR

- Successes – putting CI training into practice, small improvements add up, greater awareness.
- Challenges – competing workloads and priorities.
- Suggestions – sharing best practices/struggles, coordinate efforts across organization.
- Support required – from other department facilitators, check-in from CI Steering Committee.
- Engagement – utilize CI Engagement KPI, schedule designated CI time, celebrate wins.



2021 LEAN JOURNEY IN OFFICE – HIGHLIGHTS

- **Strategy** – create a CI Steering Committee to develop tools and provide support to Loewen.
- Created CI Steering Committee – cross functional team from Office and Manufacturing.
- Created our 1st formal lean plan – lots of ideas from local consortium companies.
- Developed CI Engagement KPI to enhance CI culture.
- Invited guest speaker to share their CI Journey with our leadership team.
- Provided more training – Facilitation, Problem Solving and Greenbelt.
- Conducted 1st formal Kaizen event, with participation from CEO and VP Finance.



2021 LEAN JOURNEY IN OFFICE – CI ENGAGEMENT KPI

- CI Engagement KPI started with a simple concept from a consortium company.
- Provided a visual method for everyone to get involved in continuous improvement.
- Focused on **Development** – reading, webinars, virtual tours, etc.
- Focused on **Foundational** – 5S.
- Focused on **Continuous Improvement** – SOP's, spaghetti diagrams, VSM, kaizen, etc.

DESCRIPTION	AUTHOR	REV	REV DATE	DOC #	PAGE
Production Planning - BOM CS Profiled Parts Creation	BF	A	10/28/2021	SCP-0002	Page 1 of 2

1. Receive an e-mail from Jira that a new CS Profiled Parts request is available.
2. Confirm that the Design drawing of the CS part reads: "Profiled in MtlShop" with "End detailed in Dept" or "End detailed in MtlShop".
3. Delegate request to PGM in the status if step 2 is false.
4. Assign yourself to the CS Profiled Parts Request by clicking 'Share'.
5. Begin typing your name, then select your name from the suggested list and click 'Add'.

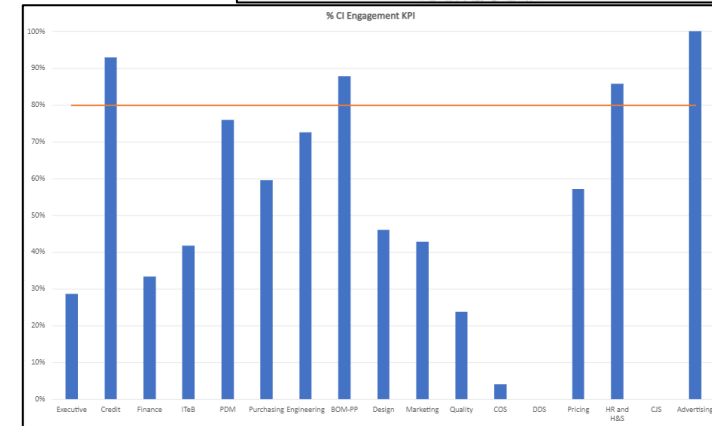
Note: Do not select 'Assign to your name'!

Note: Share with others involved in the Request by adding their names(s) if applicable.
- 6. Copy the Profiled template in your C:\AS400 > Templates folder and paste it into the C:\AS400 folder.
- 7. Rename the "Profiled" template to include the current date (YYMMDD format), the word "Profiled", and the PGM request number listed at the top of the Profiled Parts Request. E.g., 211028-Profiled-PSMA-3100.
- 8. Fill in the "Profiled" excel sheet and save. Refer to SCP-0006.

Note: Click "Show details" for request details.

Note: Step 10 is only required if the drawing was not attached to the original request or was altered since the time of the request.
- 10. Attach the "Profiled" excel sheet to the request in Jira using the comment section.
- 11. Attach the required CS drawing.
- 12. Check S&E.
- 13. Change the status of the request in Jira to Waiting on Breakout.

Revision Details:



Name	Training Level	Development (1 pt)					Foundational (2 pts)		Continuous Improvement (6 pts)				Total Points					
		Participate in 3 Training Event	Participate in 3 CI Webinar	Read 1 CI Book	Prepare 1 CI Video	Participate in 1 Virtual CME Tour	Participate in 1 CME Consortium Meeting	Minor (2 pts ea.)		Major (4 pts ea.)		Development (req. 1 pt)	Foundational (req. 2 pts)	Continuous Improvement (req. 4 pts)	Bonus Point for ideas completed in your control (1 pt)	Total (all in)	Total (req. 7 pts)	
								Conduct 1 S&E of Workstation/ Computer Files	Create/Implement 1 SOP	Check 3 before/after spaghetti diagrams	Conduct 1 Functional CI							Participate in 1 VSM Event
Say Doerken	Lean 101						1	1 ppt slide	1	1 ppt slide	1	1 ppt slide	0	0	0	0	8	6
Russ Smith	MB Shared Kaizen		1						1	1			1	0	0	1	6	5
Sam Pickering	Six Sigma Greenbelt			1				1	1				1	0	0	1	6	7
Stuart Fiegler	Six Sigma Blackbelt				1					1			1	0	0	1	5	5
Dawn Michaud	MB Shared Kaizen				1					1	1		1	0	0	1	6	7
Garth Hoopra	Lean 101					1				1			1	0	0	1	4	5
Aleksandr Lioy					1					1			1	0	0	1	4	5
Clara Press										1			1	0	0	1	4	5
Luke Giesbrecht			1							1			1	0	0	1	4	5
Kristofer Isank										1			1	0	0	1	4	5
Sean Foster	MB Shared Kaizen	1								1			1	0	0	1	4	5
Walter Giesbrecht										1			1	0	0	1	4	5
Alpha Tahy	MB Shared Kaizen			1						1			1	0	0	1	4	5
Menephe Hudson	Yellowbelt				1					1			1	0	0	1	4	5
Leo Gorncharov	MB Shared Kaizen				1					1			1	0	0	1	4	5
Jan Filipczak	Yellowbelt					1				1			1	0	0	1	4	5
Jordan Darkson	Yellowbelt						1			1			1	0	0	1	4	5
Total Points												16	16	24	1	131	80	
Total # employees																	17	
% CI Engagement																	88%	

2021 LEAN JOURNEY IN OFFICE - 1st FORMAL KAIZEN EVENT

- Key issues: Waiting, Extra Processing, Defects.
- Created reference sheets, SOP's, defect prevention, etc.
- Reduced cycle time from 35 to 8 days.
- Focus on 100% complete, 100% correct and 100% on-time information.
- Lessons learned – lean principles can be applied in an information flow.



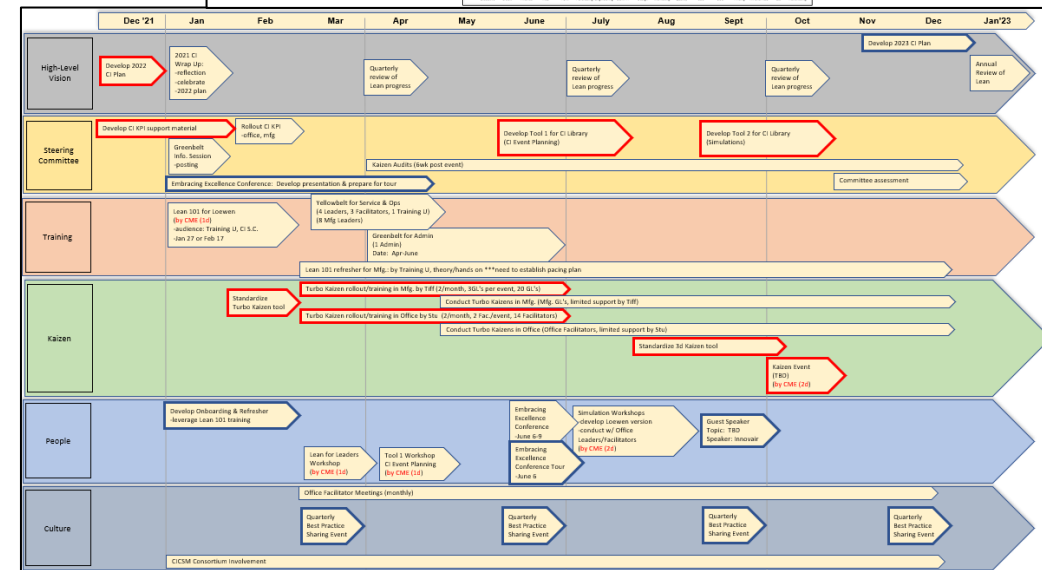
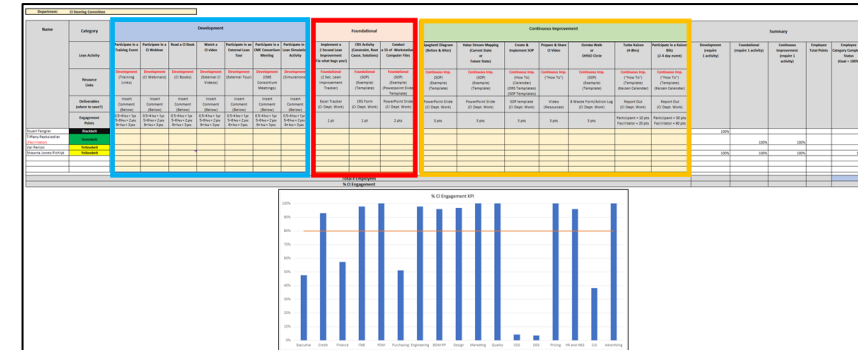
TRANSFORMATION PROCESS PERSPECTIVE – TRANSFORMATION LEADER

- Successes – self development in others, ‘moving the needle’, etc.
- Challenges – competing priorities, progress varies in different areas, 20% tools/80% change.
- Suggestions – start simple, ‘create a cause’, make it visual, leverage tools commonly used in Manufacturing.
- Support required – CME, industry peers, Executive sponsors, etc.
- Engagement – utilize CI Engagement KPI, schedule designated CI time, celebrate wins.



2022 LEAN JOURNEY IN OFFICE – HIGHLIGHTS

- **Strategy** – CI alignment, engagement, and toolbox development.
- Created 2nd formal CI plan.
- Conducted 1st annual CI Wrap Up – highlights, sharing, celebrating.
- Created fully integrated CI Library – ‘one stop shop’ for everything CI.
- Introduced CI Engagement KPI (v2) to Office and Manufacturing.
- 3 Quarters to go yet . . .



2022 LEAN JOURNEY IN OFFICE – 2021 CI WRAP UP

- Assigned 14 departments to share one Best Practice slide from CI Engagement KPI initiatives.
- Provided exposure to 2 Sec Lean, 5S, creative training, Value Stream Mapping, and Simulation.
- Total savings from 14 Best Practice slides - +\$140,000.

Sharing Best Practices – “Curtain Wall Quoting” in Pricing and Product Marketing

Before

	Approval & Pricing			Pricing Only		
	Total	Queue Time	Working Time	Total	Queue Time	Working Time
Filter Phase	17h 49m	14h 55m	19m	17h 49m	14h 55m	19m
Approval Phase	22h 1m	14h	8h 1m	11h 16m	10h 30m	44m
Pricing Phase	4h 28m	4h 20m	8m 3m	7h 5m	7h 5m	4h 43m
Total	49h 18m	33h 13m	14h 3m	36h 11m	27h 45m	4h 26m

After

	Approval & Pricing			Pricing Only		
	Total	Queue Time	Working Time	Total	Queue Time	Working Time
Filter Phase	17h 49m	14h 55m	19m	17h 49m	14h 55m	19m
Approval Phase	22h 1m	14h	8h 1m	11h 16m	10h 30m	44m
Pricing Phase	4h 28m	4h 20m	8m 3m	7h 5m	7h 5m	4h 43m
Total	49h 18m	33h 13m	14h 3m	36h 11m	27h 45m	4h 26m

- **Problem:** Too much time/effort to quote Curtain Wall
- **Waste(s) identified:** Waiting for responses, over processing due to unclear or incomplete information from the Dealer.
- **CI Tool(s) used:** Value Stream Mapping
- **Waste(s) eliminated:** Waiting, Over-Processing
- **Solutions:** Dealer training, increasing the number of Pricing Only requests, automation.
- **Results:** Reduced time/effort to quote.

Total Savings = \$6,042 / year from internal process improvements only

Additional Savings = \$15,625 / year if we get required information from Dealer

www.Loewen.com

Before

After

Total Savings = 78% in Simulation

www.Loewen.com

2022 LEAN JOURNEY IN OFFICE CI LIBRARY

- Developed simple visual way to learn CI tools – spaghetti diagram, value stream mapping, etc.
- Incorporated the CI Engagement KPI – Office and Manufacturing (new for 2022).
- Included training database – Lean 101, Yellowbelt, Greenbelt, etc.
- Provided resources – webinars, tour schedules, 2 Sec. lean videos, presentations, etc.

CI Library

Documents > CI Resource Library > 2. Development

Name	Modified
1. Training Links	January 11
2. CI Webinars	January 11
3. CI Books	January 11
4. External CI Videos	January 11
5. External Tours	January 12
6. CME Consortium Meetings	January 11
7. Simulations	January 11

one stop shop™ for everything CI

CI Tools

Documents > CI Resource Library > 4. Continuous Improvement

Name	Modified
1. Spaghetti Diagram	January 11
2. Standard Operating Procedures	January 11
3. CI Values	January 11
4. Gemba Check Cards	January 11
5. Further Action	January 11
6. 5 Day Action	January 11

Standardized CI tools

Deliverable Example

Spaghetti Diagram Quick Guide

1. Identify the process to improve.
2. Collect required resources (ie. floor plan, color pencils or markers, stopwatch, team, process owners, 5p charts, measuring tape, etc.)
3. Draw the layout of the process (ie. support).
4. Draw path of the process from starting to ending.
5. Use different color pencil or markers to capture people, material and information flows.
6. Measure the time or distance of each path. Can also include other metrics such as number of...

Quick Guide

Instructional (detailed)

Deliverable Template

Spaghetti Diagram Powerpoint Template

Spaghetti Diagram Powerpoint Example – people flow in Mfg.

Deliverable Example

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TRANSFORMATION PROCESS PERSPECTIVE – CI STEERING COMMITTEE

- Successes – alignment of CI initiatives, development of CI tools and resources, personal growth in CI.
- Challenges – balancing responsibilities of committee and “day job”, maintaining a full committee.
- Suggestions – cross-functional committee, Executive sponsorship, fulltime committee member.
- Support required – network with CME and industry, top-down support.
- Engagement – responsibility/participation within committee and networking across the organization.



LESSONS LEARNED

- Top management support is essential!
- It's difficult to get people on side without education.
- You can never communicate enough.
- Success is directly proportional to # of grassroots employees involved.
- Create a visual way to engage people (get people doing something).
- Align continuous improvement efforts with strategic initiatives.
- Network with local companies and 'steal with pride'.
- Celebrate your successes!



NEXT STEPS

- Complete 2022 CI Plan – training, quarterly sharing events, etc.
- Develop CI culture and engagement in all areas of the organization.
- Create an army of problem solvers.
- Align continuous improvement efforts with strategic initiatives.





THANK YOU!

LOEWEN OFFICE LEAN JOURNEY

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