

Lean Principles: Post-COVID Solution



SPL Consulting Core Competencies

Expertise

- 30+ Years Executive Leadership
- Strategic Planning
- Lean Implementation
- Leadership Development
- Turnaround Strategy
- Mergers & Acquisitions
- Sustained Results

Team

- Leading Cultural Change
- Change Management
- Judgement Free
- Time Management
- Lead from the Front
- Kaizen
- Creativity



Results

- Process Improvement Transformation
- Practical Approach
- Leaders Standard Work
- Increased Profit
- Increased Capacity
- Discipline

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Discipline

- Follow Through
- Current State Questionnaire
- Execution
- Drive to action
- Fix the Problem, Not the Blame
- Process Focus
- Team Based

COVID-19 = Unprecedented times!

- Social distancing
- Signage
- Team members working from home
- Additional cleaning and safety precautions
- How has it impacted your manufacturing and office processes?
- They likely need review and new Standard Work Creation to become efficient
- Lean should be an integral part of the Post-COVID Solution!

Ask yourself these questions

Do you want to increase profitability?

Do you need to increase capacity?

Do you want to improve efficiencies?

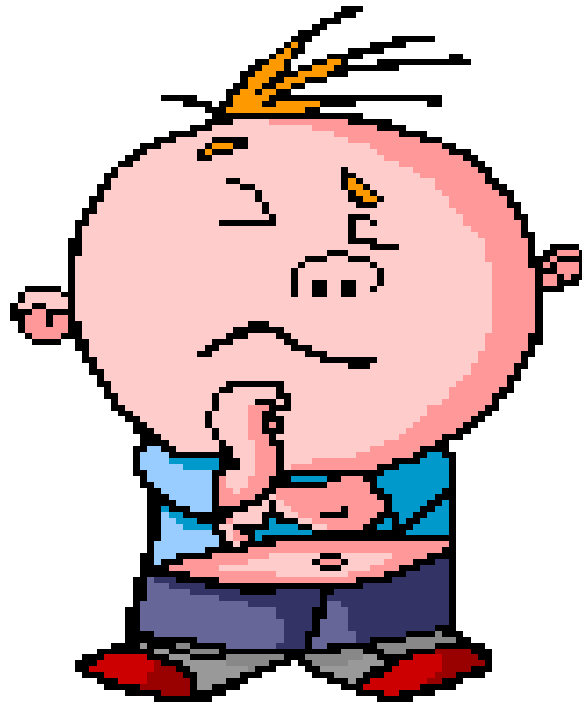
Do you want to reduce waste?

Do you want to improve OTD?

Do you want to improve quality?

If so, application of Lean Principles can be the answer!

What is Lean?



Lean Principles Defined

The core concept is simply to create more value for customers with less resources by eliminating waste

The process requires a change in thinking from focusing on islands within an organization to focusing on the entire **value stream** and **optimizing flow**

Applies to Printing and Converting, Laboratories, Service Industries, Accounting, Sales, Engineering, Quality, Purchasing, Inventory.....**everyone**

Applies to any process

Work Smarter, not Harder

This can be done without putting the squeeze on your most valuable asset....

Your People

They are your “special sauce”

What Lean is Not

It is not a magic wand

It is not the “program of the month”

It is not intended to stand on it's own

It should be part of the larger Strategy

What are the 8 Wastes?



Kaizen!! What is it??

Rapid improvement process

The building block for all other lean tools

Small, incremental changes routinely applied and sustained over a long period result in significant improvements.

Employees are empowered to identify and solve problems

Planning and preparation are key

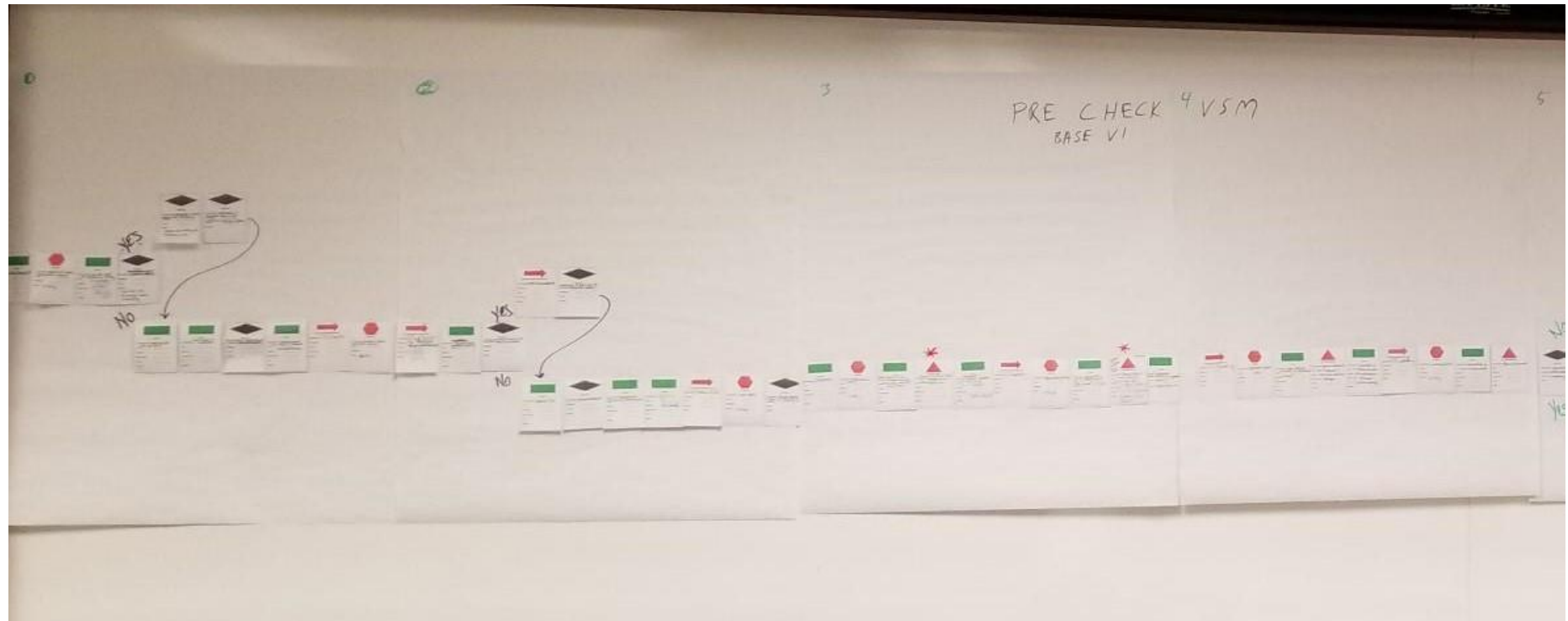
Charter and expected outcomes/goals

Execution

Do it!! Kaizens are about action and results **at the end of an event**, not in the future!!

The Best Way to Learn Lean...

Is to do Lean!



Observation and timing

Gemba

Go See



Kaizen Team

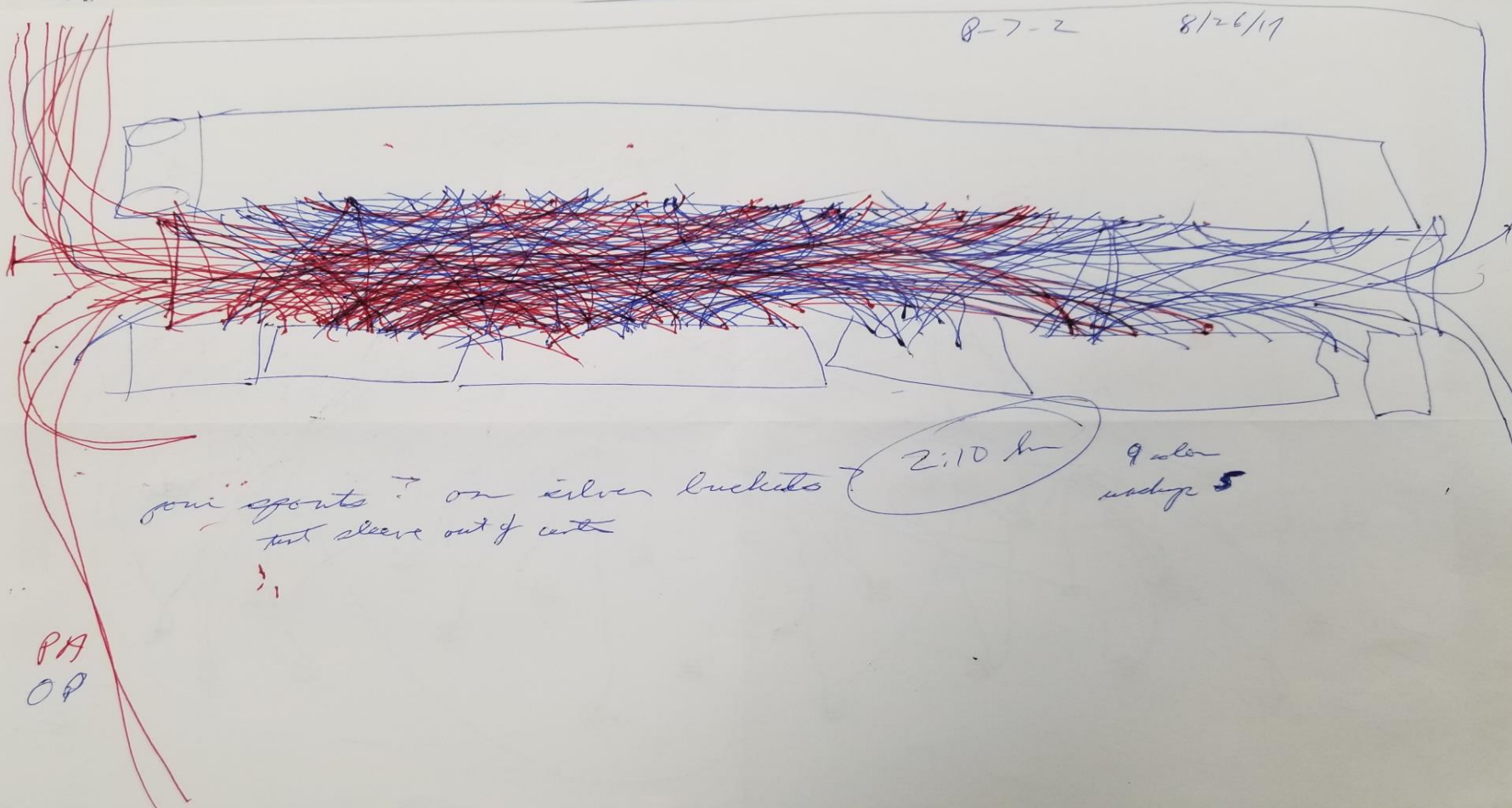


Current State Observation

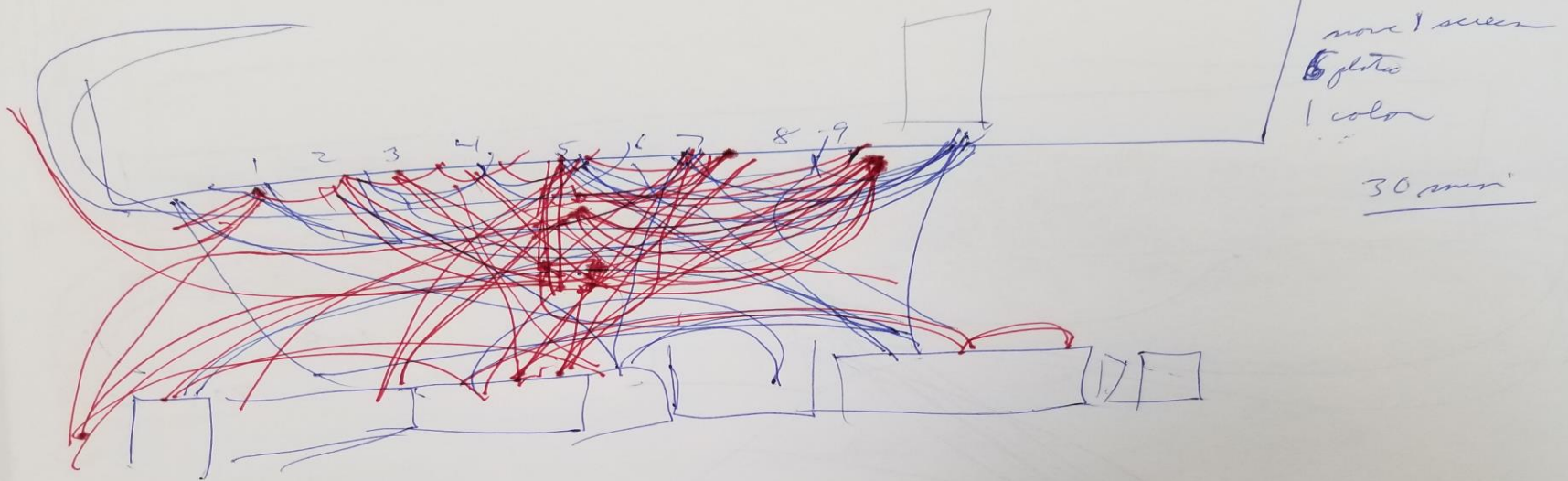
Observe **TIME** for each step or element in a process

Observe and record the **8 WASTES**

Spaghetti Diagram(Steps) Before



Spaghetti Diagram(Steps) **After**

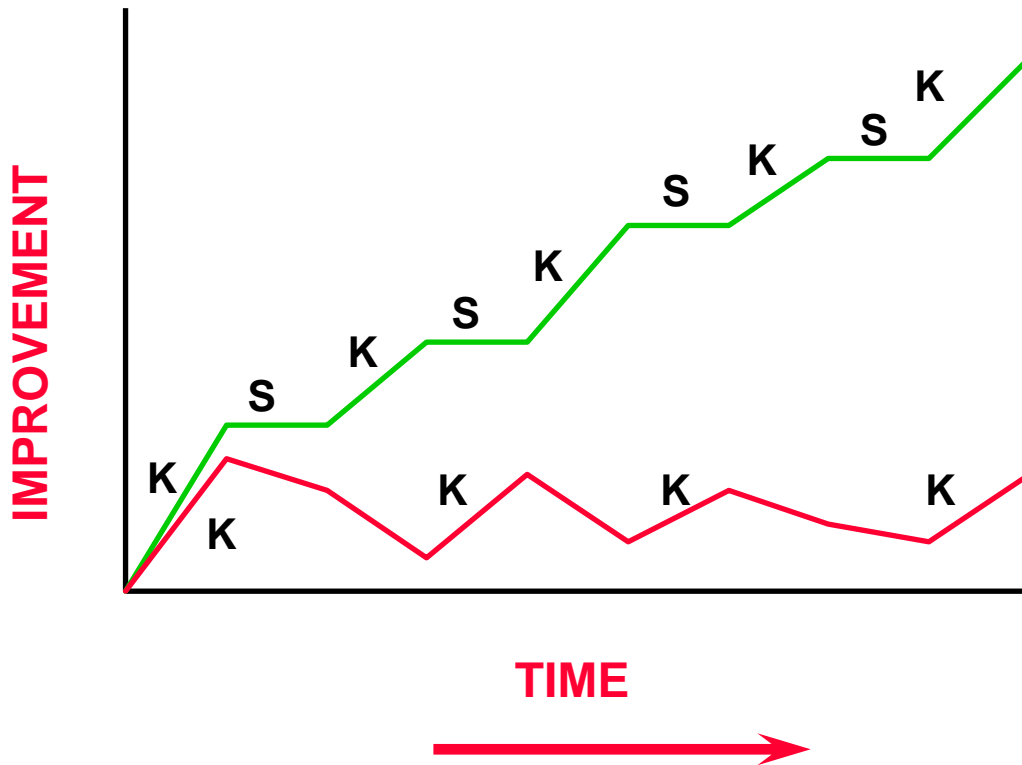


MR/ OR / D-block in vadeup
didn't move cart

Standard Work: Future State

	Standard Work Line XX Operator				Mach #		
	Minutes				Set up #		
		Operati on Time		Changeover Categories			
Step No.	Changeover Element	Element	Elapsed	Internal	External	Waste	Comments/Future Improvement Opportunities
1	Add up ink sheet/fill out next jobs ink sheet and next job during final roll				X		
2	Finish production sheet and fill out next jobs production sheet during final roll				X		
3	Review PSF and set next job up in X-rite				X		
4	Check last sample and fold retains			X			
5	Drop finished roll/put in new core			X			
6	Rack out decks			X			
7	Flush and wash water through appropriate decks, clean pumps, trays, hoses, put back in proper location			X			

Standardization drives to sustaining results



What can it look like?

Actual results

44,000 hours capacity created!

ROI average 16X investment!

One Kaizen Reduced set up time creating over 5,000 hours annually!

Increased Converting Department productivity by over 40%!

Reduced Graphics Errors by over 60%!

Capital cost avoidance through capacity generated

Real World Impact

How many of you are struggling to find people to fill the jobs you have available?

These tools and my practical to Lean approach create Capacity.

Less time spent on non-value-added activities translates into more time for value added work

The Secret to Success?

Sustainment

Champion or Outside Expert to challenge you to stay on task and lead through the change process

A commitment from Leadership to follow through

Focus on the critical few

Manage Change and its impact on your team

Celebrate success *and* failure

Routine review of process

Post-Covid Solution

- Capture what processes are impacted Post-COVID
 - Working from home
 - Team impact
 - Quality
 - Culture
- Create new Standard Work
- Measure performance
- Embrace new technology
- Avoid falling back to old practices before assessing benefits uncovered with the new

Squeeze out more profit



Without
Squeezing
out your
people



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