



NAHAN





L I S T E N • I M P R E S S • D E L I V E R





Sustaining a Successful Continuous Improvement (Lean) Program

Kent Gilmore

Nahan Chief Operating Officer



Background on Nahan

- Family owned Commercial and Direct Mail Printer
- 1987: Introduced a Total Quality Management program
 - Established cross-functional and functional teams
 - Developed standard operating procedures
 - Developed customer focused metrics
- October, 2006: Launched our Lean initiative
 - Formally trained seven leaders in Lean at the University of Kentucky
 - Completed awareness training with all 550 employees



Keys to a Successful Lean Initiative

- Senior leadership must embrace and champion the need for Lean.
 - There must be a well understood and compelling reason to change
 - The strategic business plan needs to identify Lean and Continuous Improvement as a strategic priority
 - Focus on your customers
 - Identify potential leaders of change and put them in the positions to drive change
 - Lean must be seen as an enterprise-wide opportunity, not just something good for manufacturing



Keys to a Successful Lean Initiative

- Training must be the center of any Lean effort.
 - Train enough trainers
 - Repeat training at regular intervals
 - All new hires must participate in a lean event within the first 90 days of employment
 - Performance metrics must include participation in Lean activities



Keys to a Successful Lean Initiative

- Communication and Recognition will drive understanding and commitment.
 - Create formal communication forums that allow you to share the Lean vision on a daily, weekly and monthly basis.
 - Utilize these forums to recognize fast adopters and reasonable risk taking
 - Create opportunities for your employees to share their progress utilizing the Lean process
 - Kaizen event report outs
 - Department updates
 - Momentum meetings



Keys to a Successful Lean Initiative

- Lean metrics must tie to your company's financial goals
 - If it is measured, it will improve
 - Measurements can be rude and crude but must be timely
 - Key metrics should be centered around the customer and your employees
 - Set noble goals

Performance Metric Hour by Hour Board

Job Name		Schwans		Hourly Target	7000
Job Number		55279		Shift Target	84,000
Hour	Hourly	Accumulated	Comments		
7 / 8	8,000	8,000			
8 / 9	7,000	15,000	6S AUDIT DONE 🎉		
9 / 10	8,000	23,000			
10 / 11					
11 / 12					
12 / 1					



Keys to a Successful Lean Initiative

- Commit to a full time leader of Continuous Improvement and Lean.
 - People must recognize that Lean is important enough to require a true financial investment
 - You have to spend money if you plan on making money

. . . Thank you for your attention.

Kent Gilmore, Nahan Chief Operating Officer



New from APICS . . .



**Lean Enterprise Workshop Series
(7-module, case based course)**



***Advancing Productivity, Innovation,
and Competitive Success***



Lean Enterprise

Central Minnesota APICS is preparing to launch this new LE course after the first of the year.

The tentative format is 7 four hour sessions –

- Introduction
- Lean Culture
- Value Stream Mapping
- Stability & Process Improvement
- Just-in-Time
- Measuring
- Sustaining

... watch for upcoming announcements

The Lean Transformation Roadmap

... here is the "roadmap" that the LE course follows ...

1. Introduction

- Educate Organization
- Assess Readiness
- Define Product Families

2. Lean Culture

- Plan for Change
- Create Teams
- Select Pilot Product Family

4. Stability

- Stabilize Demand and Processes
- Standardize Work
- Improve Processes

3. Mapping

- Map Current-State Value Stream
- Map Future-State Value Stream
- Plan Implementation

5. Just-In Time

- Calculate Customer Demand
- Create Flow
- Implement Pull
- Develop Schedules

6. Measuring

- Define Metrics
- Deploy Lean Accounting

7. Sustaining

- Design for Lean
- Continuously Improve Quality
- Sustain Lean

The House of Toyota

... the course is closely linked to the "House of Toyota"



W1 - introduction

W2 - lean culture

W3 - VSM

W4 - stability & PI

W5 - JIT

W6 - measuring

W7 - sustaining



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