



July 03, 2006
Volume 5, Issue 25

LEAN THOUGHTS

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Morning Market

Many of us venture up early on a Saturday Morning to get to the "Morning Farmer's Market" to procure the freshest of produce usually directly from local farmers. Would it not make sense to be able to identify and procure the latest and freshest opportunities in your workplace?

If your answer is "No" stop reading and we will see you next week, If "Yes" let us continue the discussion ...

Last week all of the key operations folks from La-Z-Boy met in Toronto for a week of learning. Part of the learning process was to visit several members of the "Lean Consortium" for benchmarking tours. One concept that has been revolving and evolving within the consortium has been "Morning Market". Initially seen in action at Messier-Dowty, it was "stolen with Pride" by Mike Richards who implemented the concept at Kodak, where it quickly spread through the corporation, later it morphed at Kromet/Alumabrite, CFN Precision and Morrison LaMothe. Mike Richards was proud to showcase the latest version of Morning Market to the LZB folks.

So what is Morning Market? It helps create awareness of disturbances and creates a sense of urgency for problem solving. Typically led by Operations it hosts a cross-functional team (QA, QC, Engineering, Maintenance, Suppliers, and HR etc) to focus on solving the problems. Remember, every problem is an opportunity in disguise. Typically Morning Market becomes another "Report-Out" stop during the morning lead team Gemba walk.

It all starts with a simple table in the centre of the plant and the ability categorizes the opportunities into three categories;

- A Causes are clear. Countermeasures can be taken immediately.
- B Causes are known but countermeasures cannot be adopted.
- C Unidentified causes.

The table allows for a simple, but quick and visual Pareto Analysis of the opportunities. These are items that have been found during operations the previous 24 hours.



What kind of opportunities should you bring to Morning Market?

- Escaping Defects (special cause)
 - Customer Complaints (external)
 - Defects passed on to a downstream operation (internal)
- In-process Defects (common cause)
 - Quality related waste
 - In-process defects
 - Quality problem causing a disturbance to flow
 - Holds
 - Rework

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



Where "Lean Thoughts" Become Reality

Purpose of Morning Market Table ...

- 1) Physical *pareto* of quality defects
 - make it 'ugly'
 - assess impact (what's it worth?)
- 2) Classification by knowledge of root cause

What are the benefits of Morning Market?

- Daily focus on business objectives, value stream
- Importance of quality in value stream
- Urgency and effectiveness of problem solving
- Zero Defect Manufacturing
 - High Capability (Six Sigma)
 - High Containment (Jidoka)

Does it work? To maximize the benefit, Market needs to be linked with formal problem solving tools. On a personal note, the implementation and use of "Morning Market" at Kromet directly allowed Team Members to reduce our external PPM score from 16,000 to under 600 within 9 months. It helped create an army of skilled problem solvers with a constant focus on finding better, simpler and safer methods to produce product and improve process.

Mike Richards at Morrison LaMothe has evolved the concept to the next cultural level within his organization. Starting from a baseline of a "no blame" environment ... where all team members are perfect and it is only the processes that are broken. Morning Market now attracts all kinds of infractions including 5S violations so he has taken the process beyond quality and now deals with process issues. In the Morning Market forum, it is clear that the operator is the centre of attention and is applauded for bringing an opportunity to the management team.

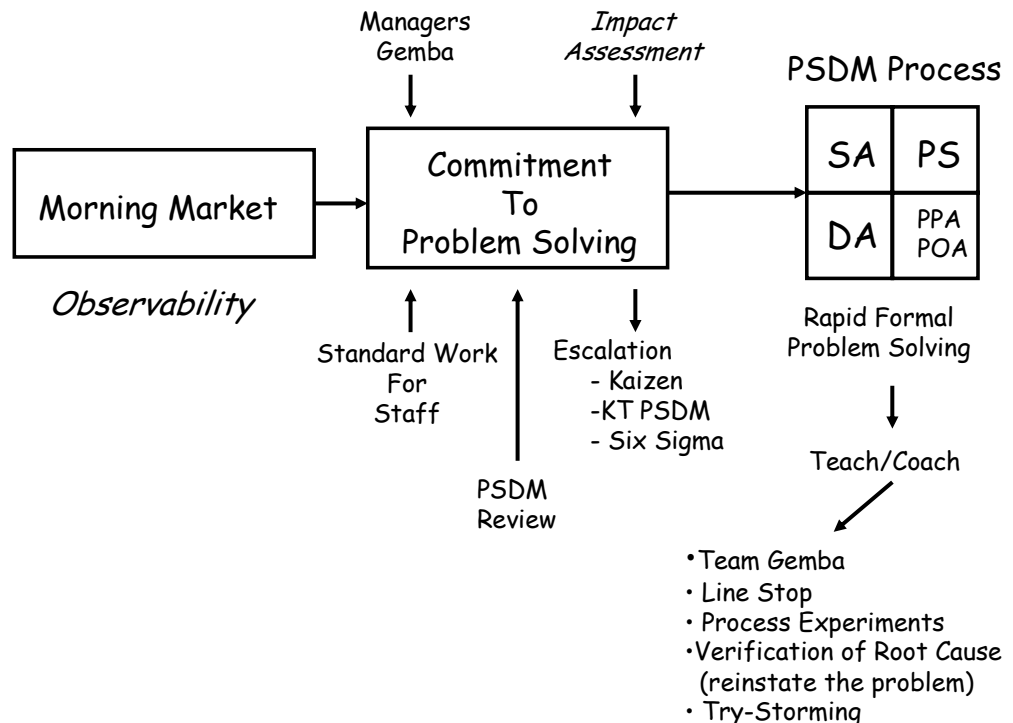
Fundamental Definition of Defect

Anything that prevents us from moving perfect product through our processes to the customer.

Defects may apply to:

- Finished Product
- WIP (Work In Process)
- Materials
- Supplies
- Information
- Process Interruptions
- Errors (Human or Machine)
- Health & Safety (accidents)

Commitment to Problem Solving



Consortium Event Schedule

Tour Workshop Conference



January	February	March	April	May	June
<p>T</p> <p>Wednesday 25 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p>	<p>T</p> <p>Wednesday 15, <u>CFN Precision</u>, 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, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 19, <u>CTS Corp.</u>, contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shakeshowcase Saturday 29 <u>Kraft Oakville</u>. Contact Cindy Grolleman cindy.grolleman@stackpole.com</p>	<p>T</p> <p>Wednesday 17, <u>Stackpole CSD</u>, 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, <u>Morrison LaMothe</u>, 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, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 11, <u>Stackpole PMC</u>, 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, <u>Messier-Dowty</u>, 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>	