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LEAN THOUGHTS

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5S+1 “SHINE” Saves \$\$

And other fun tricks

So you have embarked on your Enterprise Excellence journey and big foundational principal is normally the adoption of 5S+1, however most individuals and organizations fail to see all the benefits that become associated with a good 5S+1 program.

I recently came across the following article showing how “Sanitize” is helping airlines save fuel ... but look at the balance of the article by educating passengers to pack lighter (eliminate over-production) there-by reducing overall weight of the airplane contributes to fuel savings (I wish they would market it in that manner instead of additional charges)

The following are edited excerpts from a recent article in the New York Times ...

TO SAVE FUEL, AIRLINES FIND NO SPECK TOO SMALL

The nation's airlines are scrutinizing every step of their operations, from the tarmac to the sky, and from the nose to the tail of their planes, searching for new ways to cut their soaring fuel bills.

They are power-washing jet engines more often to get rid of grime, carrying less water for the bathroom faucets and toilets, and replacing passenger seats with lighter models.

The financial pain of higher fuel prices is particularly acute for airlines because it is their single biggest expense. Eight years ago, 15 percent of the price of an airplane ticket went to pay for jet fuel; now, it is 40 percent, according to the Air Transport Association, the industry's trade group.

But even specks of dirt are considered culprits. American and Southwest are washing a handful of jet engines each night, a process that used to happen only during thorough maintenance overhauls. Southwest figures it has already saved \$1.6 million in fuel costs since April by reducing the drag caused by dirt and debris.

Water is another target. Northwest is putting 25 percent less water for bathroom faucets and toilets on its international flights, Mr. McGraw said. Most planes had been returning from long flights with their tanks half full, an unneeded expense given that water weighs 8.3 pounds a gallon and a gallon of jet fuel is 6.8 pounds.

“Every 25 pounds we remove, we save \$440,000 a year,” Mr. McGraw said.

Northwest has studied everything from providing customers with packing tips to serving soda from two-liter plastic bottles rather than individual cans. But it decided that customers would balk at that idea

UPS saved 3 Million Gallons of Gas-- By Not Turning Left

nytimes.com — Mapping out routes for its drivers, drastically reducing the number of left-hand turns they make helped the company shave 28.5 million miles off its delivery routes, which has resulted in savings of roughly three million gallons of gas and has reduced CO2 emissions by 31,000 metric tons

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Where “Lean
Thoughts”
Become Reality



Now a lot of these practices seem counter-intuitive when you are looking hard for ways to improve profitability or generate more cash ... but some companies and leaders do get it ... unfortunately most do not.

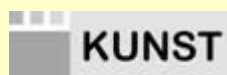
We recently facilitated an event with a client to introduce the benefits of 5S+1 to the organization. We had great expectations of creating the real WOW factor of visual management ... our 3 day event stayed focused on deep cleaning “**shine**” ... and the results were profound a 30% through-put improvement and a reduction of unscheduled downtime by 20% ... we continue the journey with them to support the sustain and enhance Visual Productive Behaviour techniques.

Another great tool for increasing profitability is the application of **Kanban** to production supplies and raw materials. Typically, you will be able to reduce your inventory by 50% which gives you a great one-time cash recovery .. but it goes beyond that. You improve efficiency since employees will know exactly where to locate goods, reduces the need for physical inventory taking since stuff is easily visible and finally the biggest benefit ... it is the tool that converts your suppliers from vendors to partners.

And then of course there is my favourite but most resisted by companies internally within the bulk of companies ... **Timed Delivery Routes** ... want to know the benefits ... go back and read the UPS article earlier within this newsletter. Guess most folks do not know how to apply the logic within their operations unless someone provides them with a software solution.

Try some counter-intuitive initiatives to move ahead of the pack and into profitability.

Contact me if you need coaching or facilitation help in the areas such as but not limited to; 5S, Value Stream Mapping, Set-up Reduction, Problem Solving or Policy Deployment and Consortium Development



STANDARDIZED WORK

One of my great Sensei's, mentors, and a key member of our team came to Gadget Manor this weekend and of course the conversation turned to Enterprise Excellence and ultimately Standard Work.

He explained that the fundamental flaw with organizations attempting to apply standard work is that they do not understand a basic fundamental principal ... when you look at the available time of an individual, the closer the individual is to a machine the greater the percentage of the available time should be devoted to standardized work ... Ahhhh!

This makes so much sense ... as he works with individuals ... once he has the critical mass mapped, then you can begin to synchronize the team into a common cadence ... even though the President only has a component of 5% of standard work and the line-side team member is at 95%.

The forms and templates used are simple robust and act as a monthly report and checklist. Once again it follows a standard Toyota template used for other activities so the learning curve and use by team members is dramatically reduced.

So we know that teams have game plans and practice them often. When I speak and work with teams it is amazing how the majority of folks follow a very exact standard work pattern up to the time they arrive at work and then it seems to fall apart. Now with this new template and methodology you can co-mingle standard work with business deviations.

Once again, it was interesting to hear the horror stories of how folks resisted to adopt standard work especially in leadership roles, but once they have completed the process how they appreciate the benefits.

We now have this resource available to coach organizations about how to implement and benefit from this advanced tool of standardized work. It really is very cool and will enhance the effectiveness of your other enterprise excellence tools.

“If you have a task to perform and are vitally interested in it, excited and challenged by it, then you will exert maximum energy. But in the excitement, the pain of fatigue dissipates, and the exuberance of what you hope to achieve overcomes the weariness.”
—Jimmy Carter

2008 Consortium Event Schedule



Tour **W**orkshop **C**onference

January	February	March	April	May	June
T Wednesday 16 <u>Eaton Electrical</u> , contact Joe Fisher, JoeRFisher@eaton.com	T Wednesday 13, <u>ACE Bakery</u> , contact Cindy Grolleman, cgrolleman@acebakery.com	T Wednesday 19, <u>Nestle Waters</u> , contact Mariela Castano mcastano@perriergroup.com	C Consortium Shareshowcase Saturday 05 <u>Eaton Milton</u> , Contact Cindy Grolleman cgrolleman@acebakery.com or Joe Fisher JoeRFisher@eaton.com	T Wednesday 14, <u>Alumicor</u> , contact Barry Wood barry@Alumicor.com	T Wednesday 18, <u>Morrison LaMothe</u> , contact Tony Vita tvita@morrisonlamthe.com
July	August	September	October	November	December
		T Wednesday 24, <u>Kraft Foods</u> , contact Hanif Jivraj hjivraj@Kraft.com	T Wednesday 16, <u>CTS Corp.</u> , contact Navneet Mann, navneet.mann@ac.ctscorp.com	T Wednesday 12, <u>Messier-Dowty</u> , contact Mike Smith Mike.Smith@Messier-dowty.on.ca	T Wednesday 10, <u>Orenda</u> , contact Brenda McIntosh brendamcintosh@orenda.com