



Manufacturers Alliance Seminar **Gaining More Support for Lean**

Practical experiences from executives on how they
are actively developing a culture of CI

Midwest Rubber Service & Supply

Brent Anderson, President

Midwest Rubber Service & Supply Company

Family owned

Founded 1976 (41 years)

100 employees

Headquarters: Plymouth, MN

Production: Netherlands, China, and USA

Manufacturing, fabricating, distribution

Lean Journey Started 2009



Expert Knowledge Global Resource Local Support



Conveyor Belting



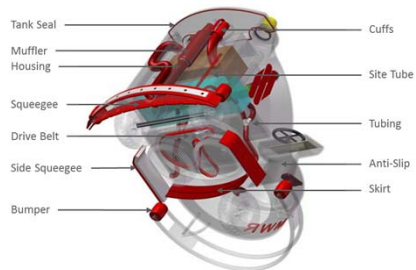
Food & Beverage • Paper • Printing & Publishing
Packaging • Wood Products • General Conveying



24 Hour service and installation



Floor Care



Midwest Rubber Products:

LINATEX®
PRIMOthane®



Industrial Wear Parts



CORN PROCESSING PARTS
Global Supplier of Replacement Parts



FEED ROLLERS • HUSK ROLLERS • AUGER ROLLERS • BELTS • CHAINS



COSTS LESS < LASTS LONGER

Cost Saving Separator Belts
for Baader and SEPAmatic Equipment

We take your food processing equipment's productivity as seriously as you do and at **Midwest Rubber** we understand your frustration with high cost, high wear separator belts. With your needs in mind, we have created a unique urethane replacement belt designed specifically for Baader® and SEPAmatic® food processing machinery that costs less and lasts longer.



Separate Belt Problems and Save

For details and product information, contact: **NORTH AMERICA**
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Our Lean Journey

2009 Kick off

Current culture observations

CI Manager, CI Team, Executive Sponsor, Consultant

Off-Site Kick-off, Training, WIIFM, 5S plan, Kaizen Events, Idea System

Overcame the BLT

2016 to today

3 Year Target – 60% of ALL employees Lean Certified

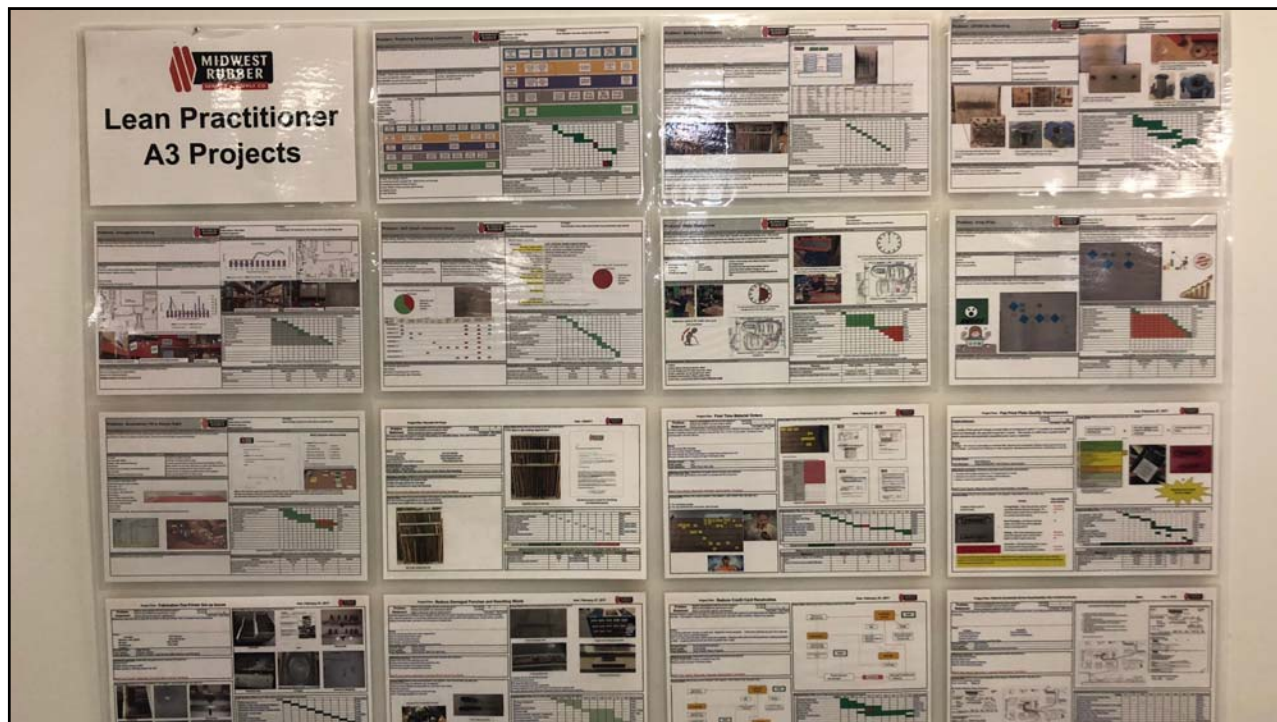
A3 Project Management

Cross training development program

Continuous review of supporting Lean



Process	Team Member	Problem Type
Press #2	John P. Patten	Consistent problem
Press #3	John P. Patten	Consistent problem
Press #4	John P. Patten	Consistent problem
Press #5	John P. Patten	Consistent problem
Press #7	John P. Patten	Consistent problem
Die Inspection	John P. Patten	Consistent problem
Panel Saw	John P. Patten	Consistent problem
Pad Printing	John P. Patten	Consistent problem
Packaging	John P. Patten	Consistent problem
Special Packaging	John P. Patten	Consistent problem
Inventory Tags	John P. Patten	Consistent problem
Roll Jobs	John P. Patten	Consistent problem
Press #6	John P. Patten	Consistent problem
Press #8	John P. Patten	Consistent problem
Kitting	John P. Patten	Consistent problem
Label Printer	John P. Patten	Consistent problem
Manual Pre-cut	John P. Patten	Consistent problem
Press #1 - Pre-cut	John P. Patten	Consistent problem
Press #1 - Parts	John P. Patten	Consistent problem



IndustryWeek Survey 2018

"If you had one word to describe the MAIN ingredient to sustaining and expanding an improvement initiative (lean, Six Sigma, etc.) what would it be?"

- >Over 100,000 respondents:
- >Size of word indicates the number of times submitted



*Source: IndustryWeek March/April 2018



"Lean Improvement" and "Lean Culture"

What does it mean to your leaders?



Many implementations end in disappointment because they were approached from one end of the spectrum and expected results from the other end.



Leadership and Commitment

Getting Started

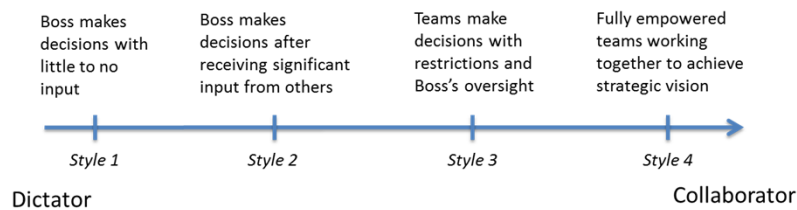
Understand what you want and the changes required

Awareness of leadership styles and how to navigate – How are decisions made?

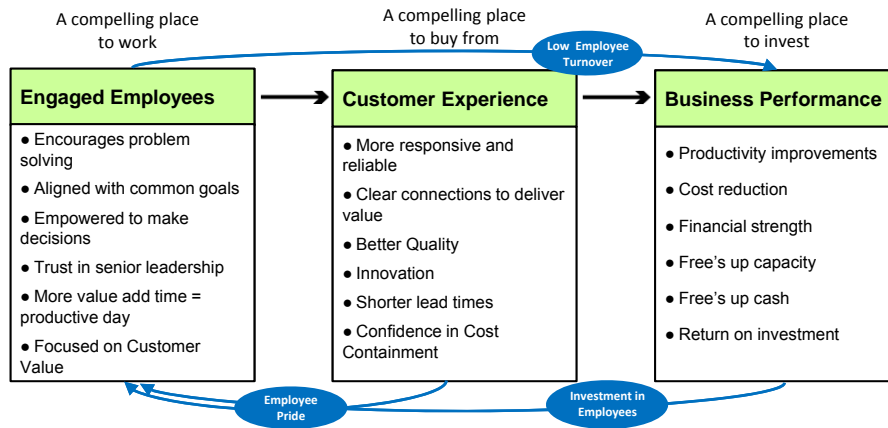
1. Identify change agent (GWC) 2. Assemble team 3. Empower and support

Be present and involved in the right way (Gemba)

True Lean culture change is hard. This is why you should embrace it



LEAN VALUE CHAIN – Making the connection from Culture to Results



When employees are engaged customers are delighted and stakeholders are satisfied

THE KEY TO GETTING SUSTAINABLE RESULTS
STARTS WITH YOUR PEOPLE

Lean Results

- Inventory to Sales: 11.93% to 8.95%
- Inventory turns: 6.55 to 8.45
- Sales grew 52% in the 2 years following kick-off
- Gross Margin Improvement
- Return on Assets – Double digit percent increase
- On Time Delivery went from 67% to 90%+
- Reduction in customer return credit dollars

Notable Drivers of Results

Waste Elimination by the people doing the work – Kaizen Events

Changed from make to stock to make to order

Common goals focused on customer priorities

Planning resources throughout production vs by department

Freed up space and capacity to support growth

No more BLT – Reached the tipping point

The true impact to your business cannot fully be quantified





Manufacturers Alliance
Thank you for joining us!

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