

LIVE WEBINAR

2 TOOLS TO PRIORITIZE YOUR PROBLEM SOLVING



SEMINAR SPEAKER



Kara McPipe, Director of Operations
Artistic Finishes

- ✓ Experience with Pareto Charts
- ✓ Collect the right data
- ✓ Target improvements

Pareto Charts – A Tool to Help You Problem Solve

Kara McPipe, Director of Operations



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Who is Artistic Finishes, Inc.?

- We finish hardwood and vinyl moldings, vents, treads, and accessories that complement over 18,000 manufacturer's hardwood, laminate, LVT/LVP and engineered floors.
- Average \$12 million in sales annually
- Employs 90 skilled team members
- Operations run from 6 am – 10 pm daily



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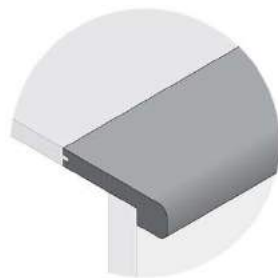
The Dramatic Shift

- From 1995 – 2008 – Primarily focused on Distribution and building stocking orders for our customer to hold in their warehouse.
 - Average line item size was well over 500 pieces.
 - We built finished goods to be able to pick and pull off our shelves.
 - There were only about 50 different colors that were stained and truckloads of material were sent out of our plant every day!
 - No one seemed to care about WASTE!

Fast Forward...

- 18,000 + different floors that we blend to
- 100 + profiles (stairnose, t-molding, tread, vent, etc.)
- 50 + wood species (white oak, maple, acacia, etc.)
- 58% of our orders are 1 – 5 pieces total

Lots of opportunity for error and waste!



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You Must Build a Solid Foundation

Bad Data = Bad Focus = Bad/No Results

Manually written reject information to be deciphered later on
(hard to read, missing data, unclear information)

REJECT TAG

Item #: _____ Ship Order #: _____ Qty: _____

Date Rejected: _____ By: _____

Reason For Rejection: _____

DISPOSITION

Return To Operation: _____ Operator: _____

Operator: _____

Move tagged parts to proper operation. Notify area lead.
Rework identify coated defects (blasting, sanding, distressing, etc.): Rework Completes

Rework must be checked and initiated by 2 operators!

NOTE: _____

You Must Build a Solid Foundation

Good Data In = Good Opportunities to Problem Solve

- Reject codes were clearly defined by the team
- Reject data is entered into the system by the person rejecting
- Easy to run excel file to use to determine where the problems are at

SF Production Entry
Shop Floor
Shop Production Entry Location: 01 Work Date: 2/05/2021

1. Employee #: M101 UV3
2. Shop Order #: 1264307-000 Item #: 5439610662 Ord: 2 Cmp: 2
3. Operation #: 20 Topcoat
Ply Op Cmp: 8 Cmp: 2 Scr: 0

4. Qty Complete: 0 Rework Complete:
5. Rejected: 2 Reason Code:
6. Scraped:
7. Oper Complete:

Code	Description
01	Grain Color
02	Other SF Problem
03	Sanding
04	Scrape
05	Wirebrush
06	Missing/Extra Pieces
20	Over-Spray on Test Area
21	Color Blending
22	Missing Color Test Area
23	Dark Application

Reject Reason Code:

Special Finishes Area

- Grain Color
- Other SF Problem
- Sanding
- Scrape
- Wirebrush

UV Area

- Adhesion
- Other UV problem
- Stain Rubbed Off
- UV Discoloring
- UV Drips / Puddles

Stain Area

- Over-Spray on Test Area
- Color Blending
- Missing Color Test Area
- Dark Application
- Light Application
- Missing Stain
- Other Stain Problem
- Stain Adhesion
- Stain Marks / Drips
- Uneven Application
- Wet Stick(s)
- Wrong Book Used
- Glue Marks

Bring to UV3 reject/repull rack

Repair

- Crack
- Grain Tear
- Grain Split
- Wood Other: _____

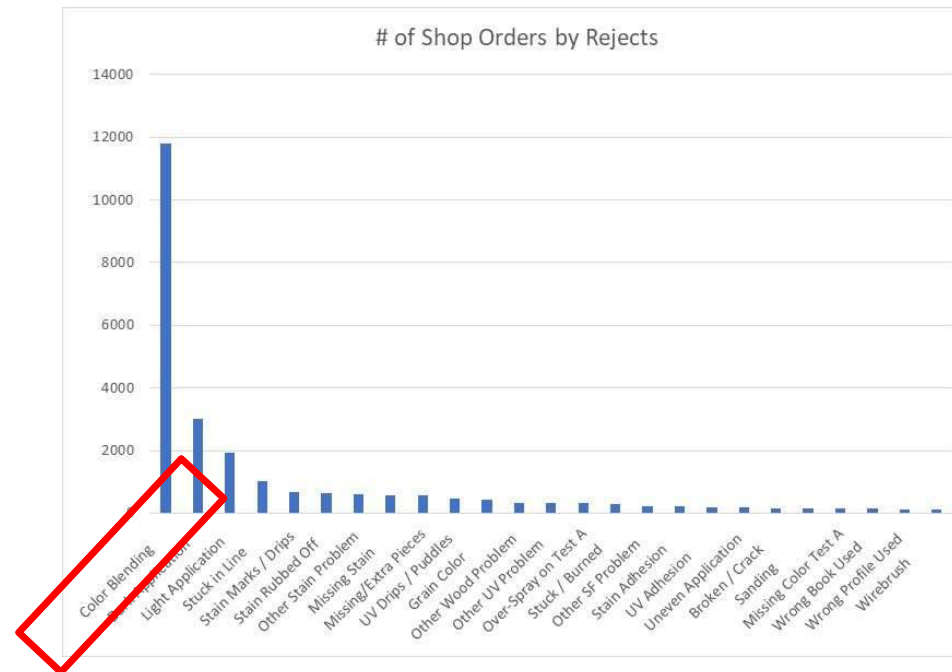
Other

- Broken
- Cork
- Missing / Extra Pieces
- Missed / Wrong Process
- Stuck/Burned
- Warp
- Wrong Profile Used
- Wrong Species Used

Where to Go First?

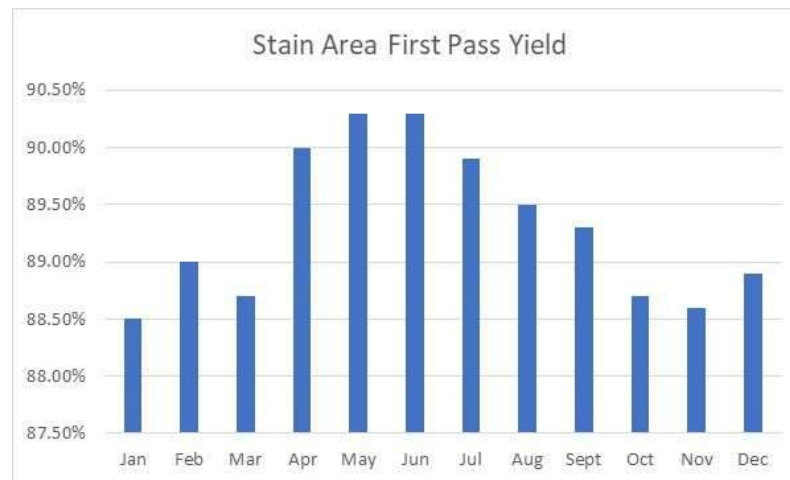
A Pareto Chart would tell you to go to where your biggest problem is at.

**Color
Blending!**



Be Careful!

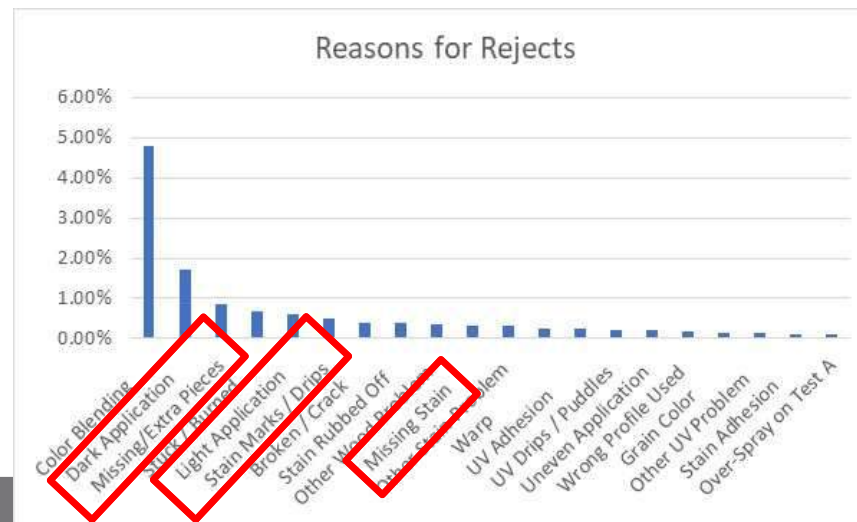
We implemented an INCENTIVE to reduce color blending rejects in one area and improve First Pass Yield
...and the results were short lived!



New Perspective

Color Blending was too subjective!

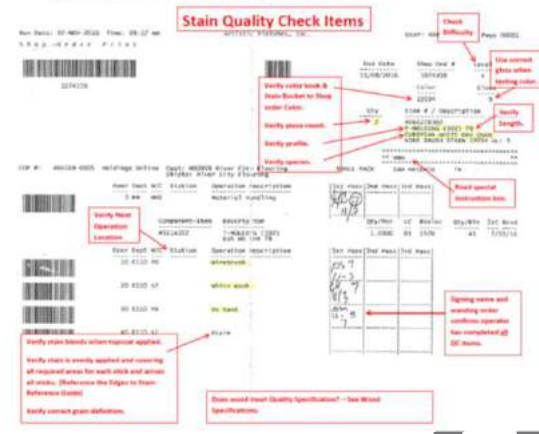
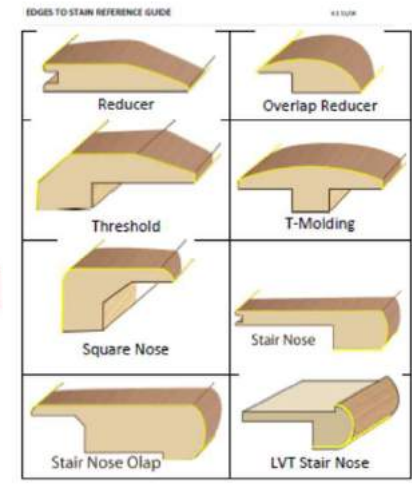
So... we shifted our focus on what we could CONTROL and made MORE, SMALLER improvements for greater impact.



What Could We Control?

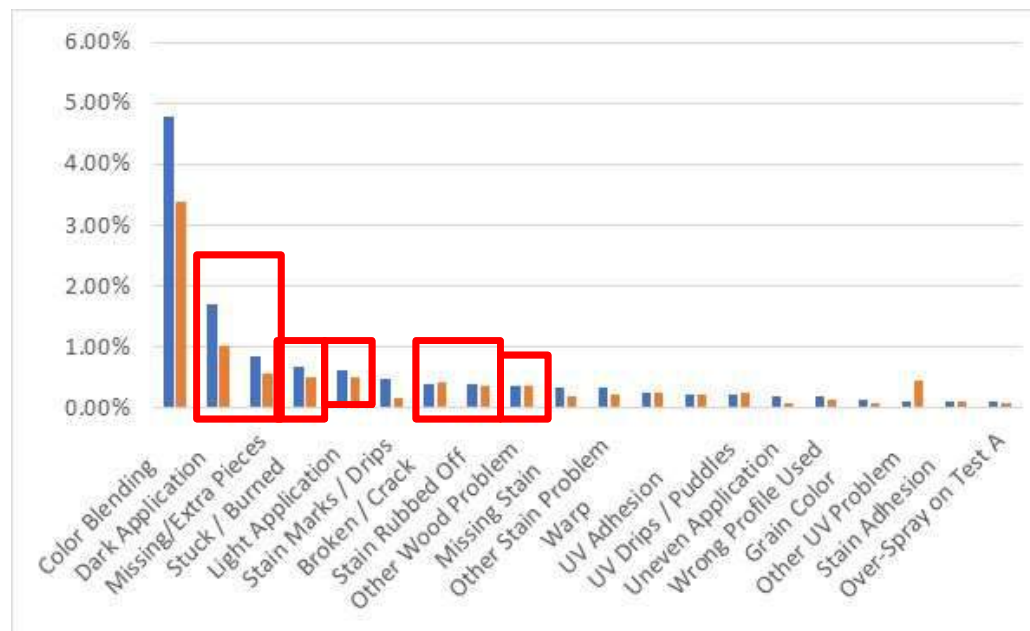
STANDARDIZATION!

- We created Standard Work for our Color Check process in the Staining area.
 - Removed variables in the color check process that could result in the stick appearing different
 - Added all UV coating options for testing
 - Standardized the spray direction and time under the UV light
 - Standardized light booths at each area
 - Created an Edges to Stain Reference Guide
 - Created a visual Quality check sheet
 - We added these processes to our new employee training and monitored it through Leader Standard Work



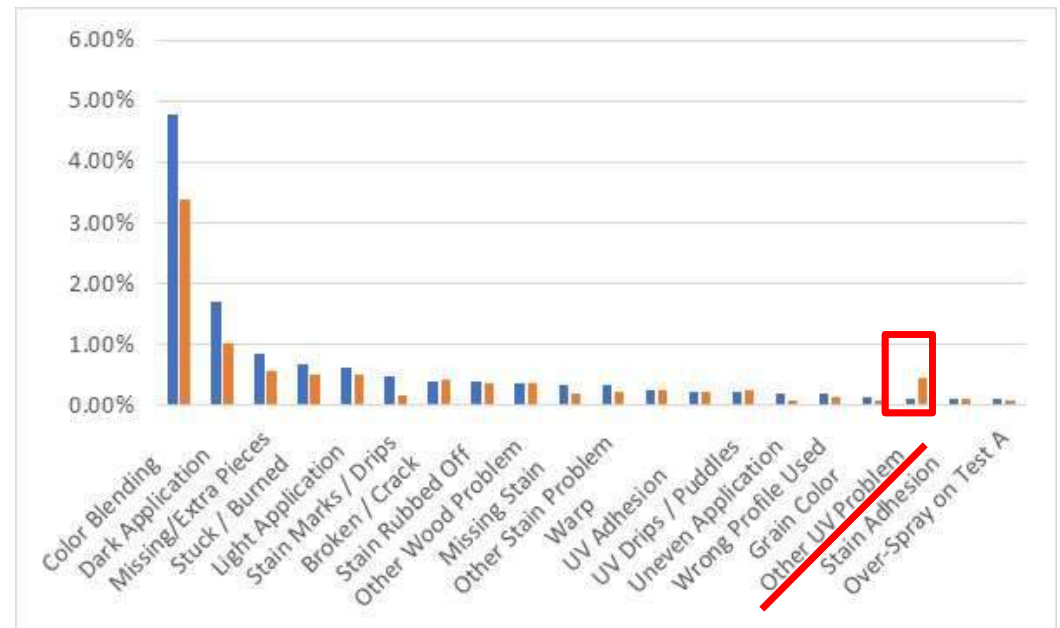
Go Back to Your Pareto

Check your results and look for new opportunities!



Be Careful!

- Check your categories!
 - Do they still make sense?
 - Can you expand them?
 - Avoid using “Other” like we did!



Dive Deeper

To get to the root problem, you have to dive even deeper into the data.



What Could We Control?

EQUIPMENT / PROCESS IMPROVEMENTS

- We converted the UV3 line to spray coating instead of rollcoat (all other lines were already spray)
- We added in hold down wheels to help guide material through the sander
- We added side guides and revamped the light booth to reduce sticks getting stuck
- We standardized our lights on all of the UV lines to reduce overall temperatures and light exposure to the product.

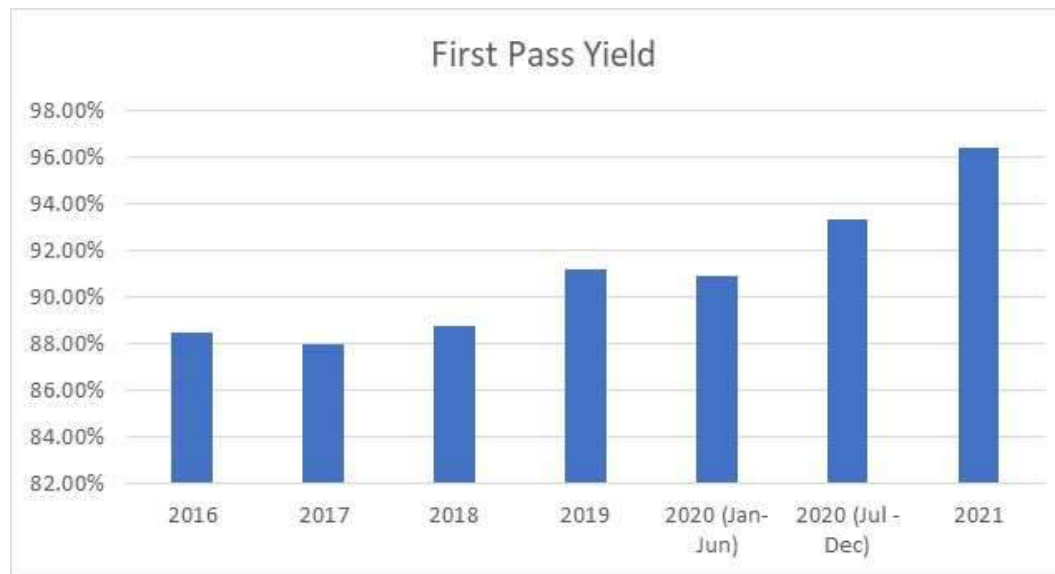


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The Dramatic Shift

In 2 short years, we have shifted our First Pass Yield number from 90% to 96.4% currently.



Lessons Learned

- Make sure you are collecting the right data!
- You don't have to go after the biggest problem on your pareto chart!
- Pareto charts are a starting block. It is what you do with the data that makes the impact.
- Review your pareto chart frequently to determine the impact you have had and if you need to shift your focus.
- Dive deep into your pareto charts.

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Thanks for joining us!

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