



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

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

Starkey Hearing Technologies

Bruce Shamlala, VP of Manufacturing

Gaining More Support for Lean

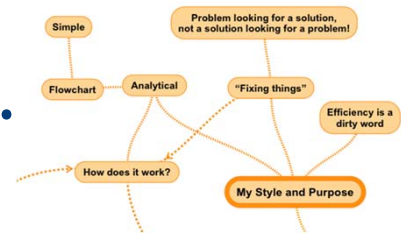
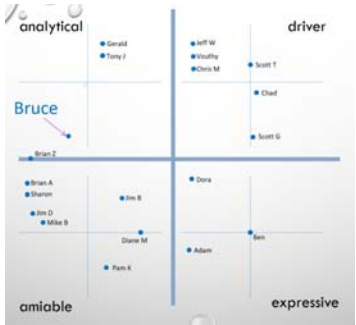
Bruce Shamla



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My style and purpose...

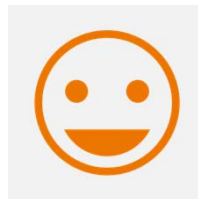
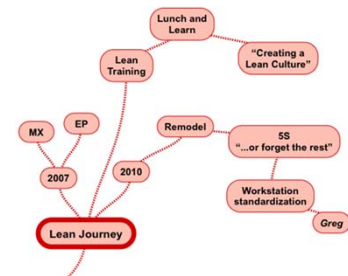


- Natural curiosity...
- Critical thinking...
- Help others see....what I see
- Help others verbalize....what they know
- **Efficiency vs Effectiveness?**
- **Problem or Solution?**



Our Lean Journey...

- 2007 Start. Align with Mexico
 - *"If you can't do 5S, forget the rest..."*
- 2010 Manufacturing facelift. Restart!
 - *"let's keep this place looking as good in 20 years as it does today..."*
 - *What's your pet peeve?*
- Workstation Standardization
 - *"Greg"*



Our Operating Principles...

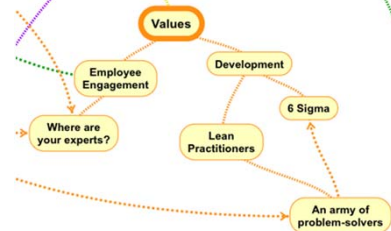


- Customer
- Quality
- Delivery
- Cost
- Process...

• These principles land on our Scorecards!



Our Values...



The Starkey Way

Our Vision
Better today than yesterday.
Better tomorrow than today.

Our Mission
To serve our customers
better than anyone else.

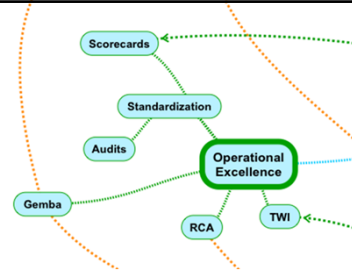
Our Purpose
So The World May Hear.



- One person cannot fix everything
- The experts are on the floor
- Engage them!
- Develop them!
- Create an “army” of problem-solvers!



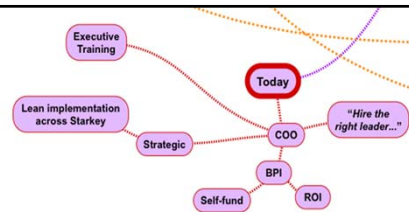
Operational Excellence..



- Focusing our Lean efforts around the globe
- Standardization in a custom world!
- Audit for assurance
- Scorecard for accountability



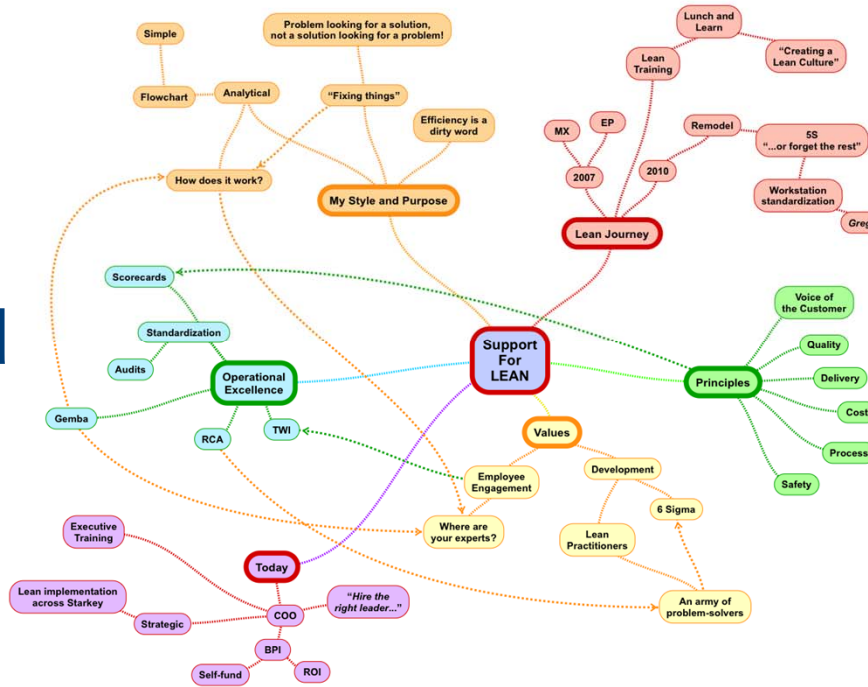
Where we are today...



Our Vision	Better today than yesterday. Better tomorrow than today.
Our Mission	To serve our customers better than anyone else
Our Purpose Our reason for being	So The World May Hear
Corporate Values Our beliefs	Attitude Commitment Integrity Selflessness
Strategic Aspiration What our success looks like in the future	To ensure a lasting organization through sustainable, profitable growth.
Enterprise Strategies How we achieve our Strategic Aspiration	Operational Effectiveness <i>Focus on being more disciplined and eliminate waste</i>
	PRODUCT DIFFERENTIATION <i>Distinguish our products, services and experience from the competition</i>
	Market Diversification <i>Explore and develop new ways to deliver better hearing</i>
	Global Expansion <i>Facilitate growth in targeted developed and emerging markets</i>

- The boundaries have shifted...for the better
- COO. Lean advocate.
- PMO office. More Lean.
 - *"We're surrounded!"*
- Business Process Improvement team.
 - 3 strategic projects in progress
- Executive BPI Training
- Lean implementation across Starkey....
...it's on our Operations strategy map!

my
mind
map



Simple,
Right?
Right!



Thank you





Manufacturers Alliance
Thank you for joining us!

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