



Manufacturers Alliance Seminar **Standardize & Sustain 5S**

Practical experiences from peers on how to incorporate these two commonly missed elements.

Welcome



**Kirby Sneen, Vice President
Manufacturers Alliance**

Please silence your phones during the presentations and discussion.

A Video of today's Seminar will be available in our new **Seminar Video Library**.

Thank you to our sponsor

Jake Sparks
Flex Craft



Jake Sparks
Sales Manager
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www.flex-craft.com --507-896-3100 -- info@flex-craft.com



Many companies, when starting their lean journey, look to use Flex Crafts Solutions to jump start their efforts.

Why do they use Flex Craft to get started?

To **Inspire Employee Empowerment and create Synergy** for these simple reasons:

Ever implemented an idea?

Felt pretty good!

Ever check on that idea later to see how it was working?

Ownership

Ever talked about that idea with someone else which they in turn had an idea?

Synergy

Bottom line – employees who implement ideas tends to feel like a part of the company they work for, whereas employees who don't feel supported can become resistant to change and continuous improvement.

Flex Craft is becoming a leading continuous improvement solution as what once required an engineer to design and a welder to weld, can now be built by anyone who can turn a wrench

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What are some common problems that occur when implementing a Continuous Improvement Program or a 5S Program and how can Flex Craft help?

1. Wastes

1. Waiting/Walking/Looking

1. For the right tool or information to complete a task or project

2. Lack of Communication



Utilize Mobile Shadow Boards



Job Communication Boards



5S Audit Boards



Standard Work

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We as consumers drive change due to our many different wants and needs.

We as manufactures, need to be able to innovate and change with our customers at a rapid pace.

Flex Craft offers manufacturers the ability to quickly and easily change with a turn of a wrench!



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Thank you for your time and for supporting
Manufactures Alliance!

Be sure to stop by our set up to discuss how
Flex Craft can help you and your team.

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22ND ANNUAL
MANUFACTURER
OF THE YEAR AWARDS

Three manufacturers will be awarded, celebrated and recognized based on their demonstration of sharing information and improvement experiences with fellow manufacturers in a cooperative fashion.

Save the date – Thursday April 12th from 7:30 – 10:45 a.m.
Registration will be available later this month

Lean Leader Certification



Develop the systems, behavior, and discipline to create a culture of improvement.

Moderator



Tammi Dorion, Learning & Development Director
Manufacturers Alliance

Lifetouch

Brian Murray
CI Manager

Introduction

Brian Murray, CI Mgr with Lifetouch

Current role:

- ✓ Lead Kaizen events ~ 1-2/month for transformational improvements
- ✓ Training and coaching
- ✓ Guide the organization in their Lean journey
- ✓ Teach and coach others to be lean leaders



Lifetouch History

- 81 years in business, a Minnesota Company based in Eden Prairie
- Currently employee owned, being purchased by Shutterfly
- ~15,000 employees across 4 divisions
 1. National School studios – the largest (Includes: Sports, Seniors, Prom & Dance, Yearbooks & School Pictures)
 - 6 Plants across US and Canada**
 2. Portrait Studios
 3. Church Directories
 4. Preschool
 - 2 Plants in the US**
- Lean journey began ~ 10 Years ago



Lifetouch Lean Journey

- Lean and the concepts of 5S began with Leader training provided in part by Manufactures Alliance
- 5S has been used in the 6 plants the last 5-6 years
- 5S was initiated primarily by plant leaders (Supervisors and above)
- About 30-80% penetration across each plant
- Not implemented in the office



5S at Lifetouch

1. Sort
2. Set-in-Order
3. Shine
4. Standardize
5. Sustain



5S at Lifetouch

Standardize:

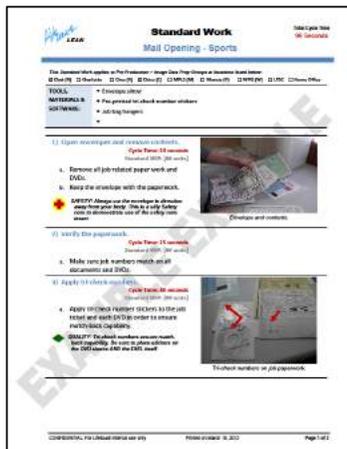
- Standard Work is in use
- Work stations are standardized
- 5S standard practices are in use

Sustain:

- To maintain a constant state of a clean, orderly well maintained work place



5S at Lifetouch – Standardize Standard Work Example



- Standard work:**
- Visual
- Includes cycle times
- Quality and safety elements are highlighted



5S at Lifetouch – Standardize

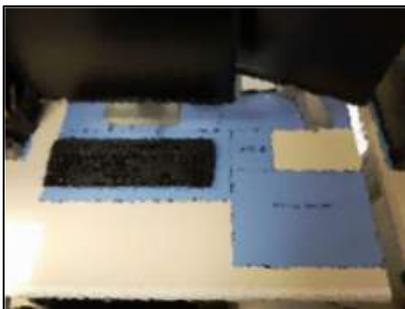
Standard Work Posted



Standard work is posted at or near every work station



5S at Lifetouch - Standardize



Each workstation for the same work is identical to the others.



5S at Lifetouch – Standardize and Sustain

A 5S daily checklist is followed with 5 minutes allowed to clean and organize



5S at Lifetouch - Sustain

An audit is performed in each area daily, weekly or monthly as needed

Scores for each department are posted over time with a goal for improvement



5S at Lifetouch

How Do We Move Forward?



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5S at Lifetouch - Sustain

Countermeasures taken:

- Week long Annual Lean audit conducted in each plant including 5S
 - Audit results are tied to goals and compensation
 - Along with immediate feedback, written feedback is provided with specific suggestions on how to improve
- Training
 - New Hire orientation now includes teaching about 5S
 - Weekly training added to Tier 1 Meetings using the badge



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General control area	Description	Audit Frequency	Notes	Results	Chall Lab		
1 Process Focus	Lean culture of process focus and management is evident through identification of key processes, documentation and metrics for key processes, and ongoing seasonal review of documentation for accuracy and usefulness in cross-training and continuous improvement.	Annually	Focus on Seasonal Review and update of process documentation	The new process matrix is a helpful add and will help drive ongoing focus on improving process and SW. Use of Value Stream Mapping is strongly recommended. See tab 1 on Process Focus for all details.	2.00		
2 CI Initiatives - Sustainment	Existence of completed Lean Projects and CI Initiatives to validate that the improvements were sustained or further improved. Evidence of standard work, performance metrics, and audits will demonstrate sustainment.	Bi-annually	Focus on Sustainment of CI Initiatives	Be sure to use the Value Stream Mapping & strongly recommended. See tab 1 on Process Focus for all details. See the CI Statement, tab 2 for additional detailed feedback.	1.22		
3 Standard Work & PDR (Production Document Repository)	Existence of Standard Work for key production processes affecting customer satisfaction. Additionally, standard work meets best practice standards and Lifetouch format. Standard work is periodically updated as needed. Use of PDR for documenting and repeating Production documentation including standard work and standard work audits.	Bi-annually	Focus on Standard Work and Production Document Repository	SW and LSR are areas to focus on in the coming year. Both the quantity and quality of SW should be improved. This will set you up to begin auditing SW per the SW audit Guidelines going forward. See the Standard Work and PDR tab 3 for all the feedback.	1.38		
4 Leader Standard Work	Leader Standard Work exists for production leaders from VP through Production Leads. Additionally, Leader Standard Work meets best practice standards for content and process.	Annually	Focus on Leader Standard Work methodology to drive overall CI Culture	LSW has skipped some since the 2015 audit. Reiterate the use of the LSW to continue progress in your lead journey. Details found in tab 5: Leader Standard Work.	1.00		
5 Production Employee and Lean Culture	Production Employees understand the basics of Lean culture and how it aligns with Production's Vision and Mission. Employees recognize they are part of a value stream and are engaged in learning, practicing and contributing to continuous improvement of that value stream.	Annually	Focus on employee engagement as evidenced by learning and participation	You have begun implementing the use of the Lean Card training program. Follow through to go the training in tier 1 meetings to get the full benefits from the program. Look in the Lean Culture tab 5 for added feedback.	2.56		
6 Customer Focus	Leadership and employees have a clear picture of who their customer is and what they value. Appropriate emphasis on customer satisfaction metrics including Employee reporting, customer quality indexes, customer remark metrics, individual customer complaint management, and continuous improvement of quality metrics to excellent and make visible.	Annually	Focus on the customer - what customers value, their individual complaints & systemic opportunities for improvement	This is a strong area for the Chall Lab that has seen improvement since the 2015 audit. For all the feedback go to tab 6 Customer Focus	3.69		
7 5S Implementation	The basic principles of 5S Workplace Organization have been trained to employees. Evidence of a culture of 5S can be seen through removal of unneeded items from work areas, cleanliness and order, effective visual controls and visual management, documented workplace standards, and ongoing audit activity and continuous improvement.	Bi-annually	Focus on employee engagement & involvement in the identification of waste and the pursuit of perfection through workplace organization	The foundational concept of Lean is not fully implemented. Use of daily checklist and regular 5S audits will help. See the 5S implementation tab 7 for more detail.	2.76		
8 Kaizen Activity	The ability to internally conduct Kaizen activity within the Plant utilizing internal Plant leaders in the roles of Kaizen Facilitator and Kaizen Team Leader. Complete necessary training and practices for these roles and begin utilizing these skills using prior Lean training. Utilize the established standard work to conduct kaizen events including use of the Kaizen Form Checklist and Guide, the A3 or 5-Step and Goals document to ensure clarity, completion of 30 day framework in 30 days or less.	Annually	Focus on Kaizen activity in both development of lab capability to conduct Kaizen "events" and on the use of Kaizen events to make improvements in the lab.	This is a new area for this year's Lean audit. This year we will establish a baseline for future audits. There's no place yet for using the building blocks of Kaizen going forward. See detailed scores for Kaizen activity in tab 8.	0.00		
9 Action Review	Based on the "Action Plan" from the previous year's audit, review each action for completion and desired impact.	Annually	Focus on stated actions from previous audit	Complete all the seasonal work, you must continue to make progress on your Lean journey which takes a concerted effort for the Chall team. Go to tab 9 for the Action Review scoring.	2.50		
Overall Average					2.39		
<ul style="list-style-type: none"> o "0" - no evidence is present/not started o "1" - 25% complete, some evidence elements are started or underway o "2" - 50% complete, half the necessary elements are in place o "3" - 75% complete, most of the necessary elements are in place o "4" - 100% complete, done, all the necessary elements are in place in all areas o "4" - 100% complete, done, all the necessary elements are in place in all areas 							
Plan Process Focus (1) CI Sustainment (2) Standard Work and PDR (3)		Leader Standard Work (4)	Lean Culture (5)	Customer Focus (6)	5S Implementation (7)	Kaizen Activity (8)	25

5S at Lifetouch - Sustain

5S segment of the Annual Lean Audit

General control area	Control	Audit tool of controls	Control evaluation	Notes on results	Chall Lab
7.1 5S Implementation	Employees have had exposure to 5S principles	Ask local leadership and employees if employees took daily 5S training	Effective	Regular exposure to the 5S concepts from the Lean Concept Card was effective in ongoing exposure in the plant through the introduction of going 5S and maintaining an orderly work space envelope.	3.69
7.2 5S Implementation	Employees have participated in 5S activities with ongoing implementation of other related 5S initiatives. The audit production and non-production areas as well as customer areas.	Ask local leadership and employees if employees took 5S training	Effective	The goal of 5S sustainment has been achieved from the 2015 audit. Only 5S the areas had help or weekly base related to sustainment of 5S. Most areas were not conducting regular 5S audits of their area. Regular audits, cleaning or working as a result of an audit as part of 5S sustainment. The audit results showed no progress in these programs. A formalized daily 5S checklist in each area will ensure areas stay in order.	2.00
7.3 5S Implementation	The Lean 5S methodology has been implemented strategically in the plant	For 3 or more areas selected by Local SWM go and	Effective	5S Success MET Areas Overall score 2.0. Rank 3. No citation or notes.	
<h2 style="color: blue;">Plant scores are compared so consistency is imperative</h2>					
<ul style="list-style-type: none"> o "0" - no evidence is present/not started o "1" - 25% complete, some evidence elements are started or underway o "2" - 50% complete, half the necessary elements are in place o "3" - 75% complete, most of the necessary elements are in place o "4" - 100% complete, done, all the necessary elements are in place in all areas 					25
Average					2.8

5S at Lifetouch

Sustainment of 5S began to improve!

As a result, all Lean efforts improved!!



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5S at Lifetouch

Ongoing Challenges:

- ✓ We are not consistent plant to plant
- ✓ We are not consistent department to department
- ✓ Department 5S audits are graded too easily
- ✓ Do to our seasonal business, it takes time to bring new hires up to speed
- ✓ Annual Lean Audits cost money



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Thank You!



Midwest Rubber

Blake Dammann
Manufacturing Engineer



Blake Dammann – Manufacturing Engineer
Jason Palmer – Die Cutting Supervisor
Bob Riddel – Hosing supervisor

Midwest Rubber Service & Supply Company

Family owned

Founded 1976 (40 years)

100 employees Globally

Headquarters: Plymouth, MN

Production: Netherlands, China, and USA
Conveyor belting
Rubber components for floor care

Manufacturer, distributor, job shop



Expert Knowledge Global Resource Local Support



Belting Products



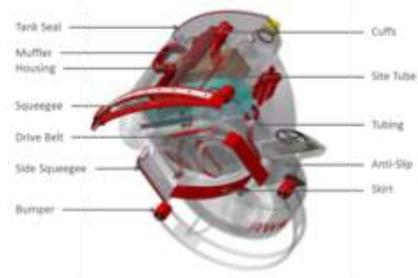
Food & Beverage • Paper • Printing & Publishing
 Packaging • Wood Products • General Conveying



24 Hour service and installation



Floor Care



Midwest Rubber Products:

LINATEX®
PRIMOthane®



Company Transformations

Ownership: Transition from founder to next generation (5)

Regional to Global

Fabricator to Manufacturer

Entrepreneurial to professionally managed

New members on leadership team



5S History at MWR – Where we started

- Prior to any formal 5S efforts
- Before 2009



Die Cutting Table



Maintenance room



Die Cutting Machine



5S History

- ~2009
- Immediately after 5Sing



Die Cutting Table



Maintenance room



Die Cutting Machine



5S History – What's it look like today?

- 2018
- Some backsliding – caused by stagnation or shop reorganization
- Still much better than initial state



Die Cutting Table



Maintenance room



Die Cutting Machine



What is Midwest Rubber doing?

- Visual Management
- Auditing
- 5S Meetings



Visual Management

- Shadow Boards
- Floor marking
- Labels



5S Auditing

- Simplified the audit form
- Use a team of auditors, one person from each department, rather than 1 person doing every area.
- Rotate department assignments periodically



5S Auditing

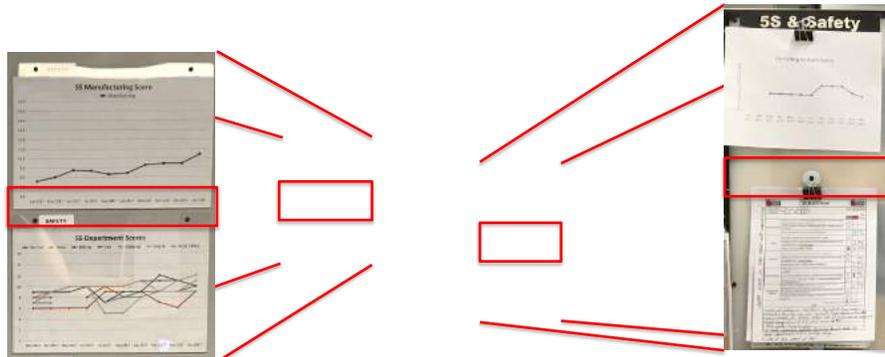
Define the auditing areas

- Leaves no question about who is responsible for the 5S of which area
- Lets auditors know where one area stops and the next begins



5S Auditing

- Post results
- Talk about them at standup meetings



5S Meetings

2 Meetings each month

- Sit down meeting
- Working meeting

Talk about results

Make suggestions

Help each other out

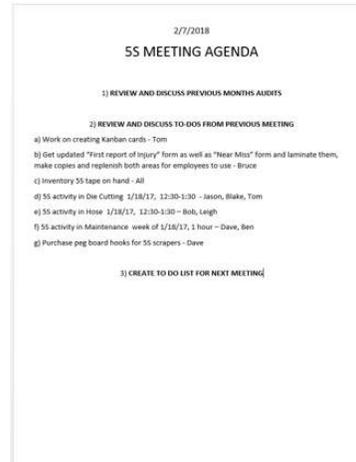
5S Audit Form			
Department:	HOSING	Date:	1/18/18
Auditor(s):	GEN RUEBINK		
Rooms and Aides	All carts, bins, racks, and other equipment that are not in use are put away in their designated locations. Aides and item locations are identified with tape, all tape is in good condition. Item locations are identified with labels. Floors are clean and free from clutter and debris.	Y/N	See Notes #1 #2
Tables	All tools and materials on tables are either in designated locations, or currently in use as a job. All items and tools are organized and have assigned locations which are labeled or on a shadow board. Tables are clean and free of debris, dirt, grease, etc.	Y/N	#3 #3
Machines	Only items needed for the current job are on machines. All items and tools are organized and have assigned locations which are labeled or on a shadow board. Machines are clean and free of debris/standing oil.	Y/N	#4
Common Areas	Printer and full areas are free of clutter and unused items, everything is labeled. Production boards have current information and are properly labeled. All personal items in the area conform to company policies and are stored appropriately. All tools, dies, rods, jigs, and boxes are organized and have an assigned location which is labeled appropriately.	Y/N	
Storage and Shelves	All material storage locations are organized and labeled, all materials are labeled for easy identification. All cabinets and drawers are organized and labeled to easily identify contents.	Y/N	
Total number of people:		10	out of 15
Notes: 1. Some items are not in designated areas or do not appear to have one 2. Some tape could be replaced and new labels made 3. Some items do not have designated locations or are not in them 4. Machines have standing oil and lots of items scattered about 5.			



5S Meetings

Sit down Meeting

- Shortly after audits are due
- Work from an agenda
- Create to-dos
- Decide what areas to work on in the working meeting and who is going where



5S Meetings

Working Meeting

- Divide the auditing group between a couple departments.
- Look at that department's audit from the previous month and work on some items identified.
- Forces department owner to set aside time to work on 5S with other people holding them accountable



What's Next for 5S at Midwest Rubber?

- Current activities are focused primarily around the production supervisor level
- Next steps are going to focus on engaging production floor staff
- Daily/end of shift checklists
- Performance reviews goals and objectives



Closing Remarks

- 5S is being driven from the middle of the company
- Working on creating more discussion around 5S
- Making it a team effort across departmental boundaries
- 5S is a continuous journey



Thank you



Networking Break

10:00

Networking Break

10:00

Cass Precision Machining

Jim Garvin

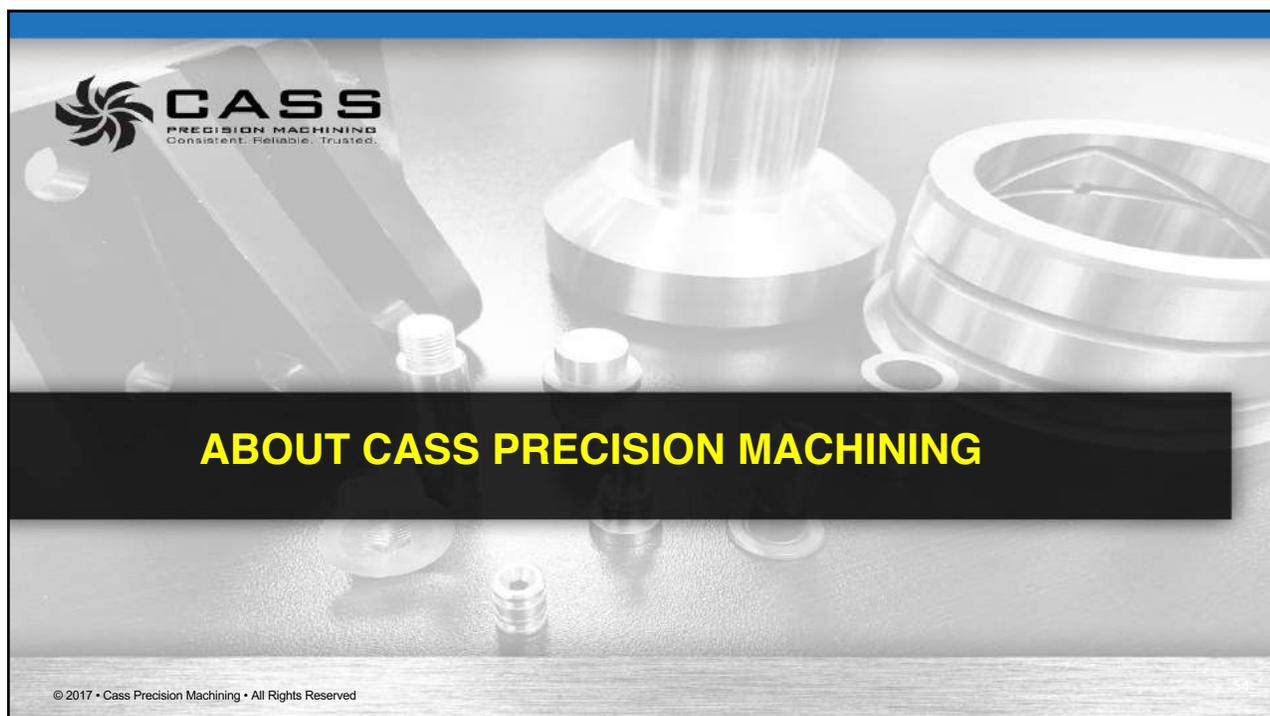
President



CASS
PRECISION MACHINING
Consistent. Reliable. Trusted.

MANUFACTURERS ALLIANCE: **LEAN 4TH & 5TH S**

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ABOUT CASS PRECISION MACHINING

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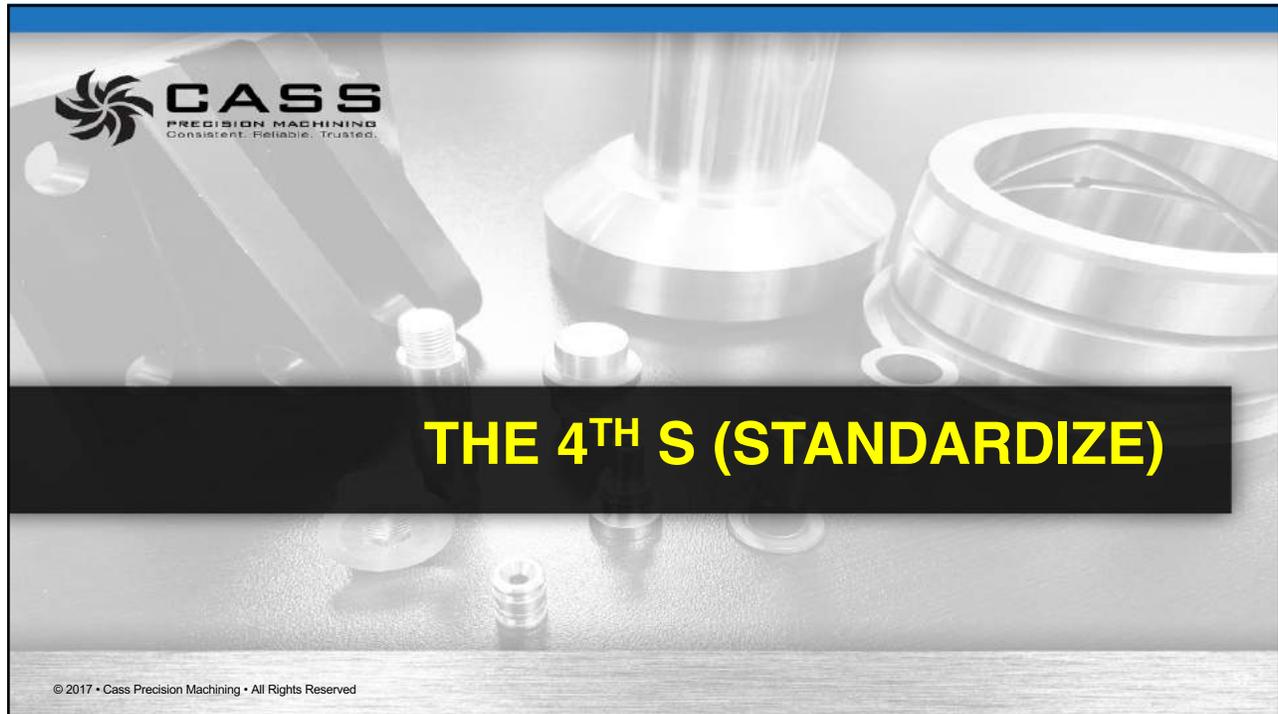


CASS
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www.cassprecisionmachining.com

- 1945 - Established by Lester Cass – 1 machine business
- 1965 - Moved to Brooklyn Center, MN
- 2015 – Heartland Equity Group
- 2017 – Rebranded – FNA: *Cass Screw Machining Products*
- 2018 ~130 Employees in 126k ft²; Sales of ~ \$25M
- Precision machining facility
 - Swiss machining
 - CNC Milling
 - CNC Mill/Turn & Lathe
 - Centerless/CNC grinding
 - Screw Machines
 - CNC Honing





The CASS Precision Machining logo is located at the top left of the slide, featuring a stylized gear icon and the text "CASS PRECISION MACHINING Consistent. Reliable. Trusted." Below the logo is a blue horizontal bar.

- Cass's Lean Journey Started with 5S ~ 5 months ago
- Slow process, but progressing
- Selected W/C - All participants trained and involved
- 4th S
 - Now at this point in 2 CNC areas

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Key Points we considered . . .

1. Starts w/ the plan
 - Include training & metrics
 - Measurable objectives
 - Focus on what we can support

2. For 4S - Understand the scope of standardization (prevent scope creep)

3. Consider your metrics - measure to get better



1. Start w/ a plan
 - 4th S is where the rubber hits the road
 - It will be your new baseline!

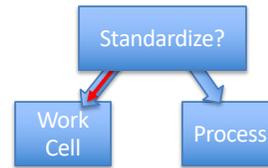
 - What is our Objective?
 - Management said I had to . . .
 - Big tidy up
 - W/C efficiency
 - Cost savings
 - Happy workplace

 - **Cass Objective:** W/C efficiency; Most productive it can be within the current processing parameters



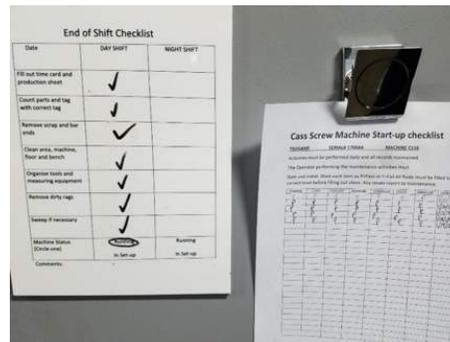
2. Scope of standardization

- W/C &/or Process
 - Process is a different project
 - Focused on W/C configuration
 - Deliverables: Use the results from S1-3 to improve W/C config/efficiency.
 - e.g.:
 - Frequency of Use
 - Spaghetti Diagrams
 - Process flow
 - Lost time tracking
 - **Input from team**



2. Scope of standardization - What have we initially standardized (in a nutshell)?

- Start-up & End of shift W/C readiness
 - Created checklist





2. Scope of standardization - (cont'd)

- Hand tool storage
 - Pic of baseline



2. Scope of standardization - (cont'd)

- Tooling storage and control
 - Pics of baseline
 - Create a checkout process (chips)





2. Scope of standardization (cont'd)

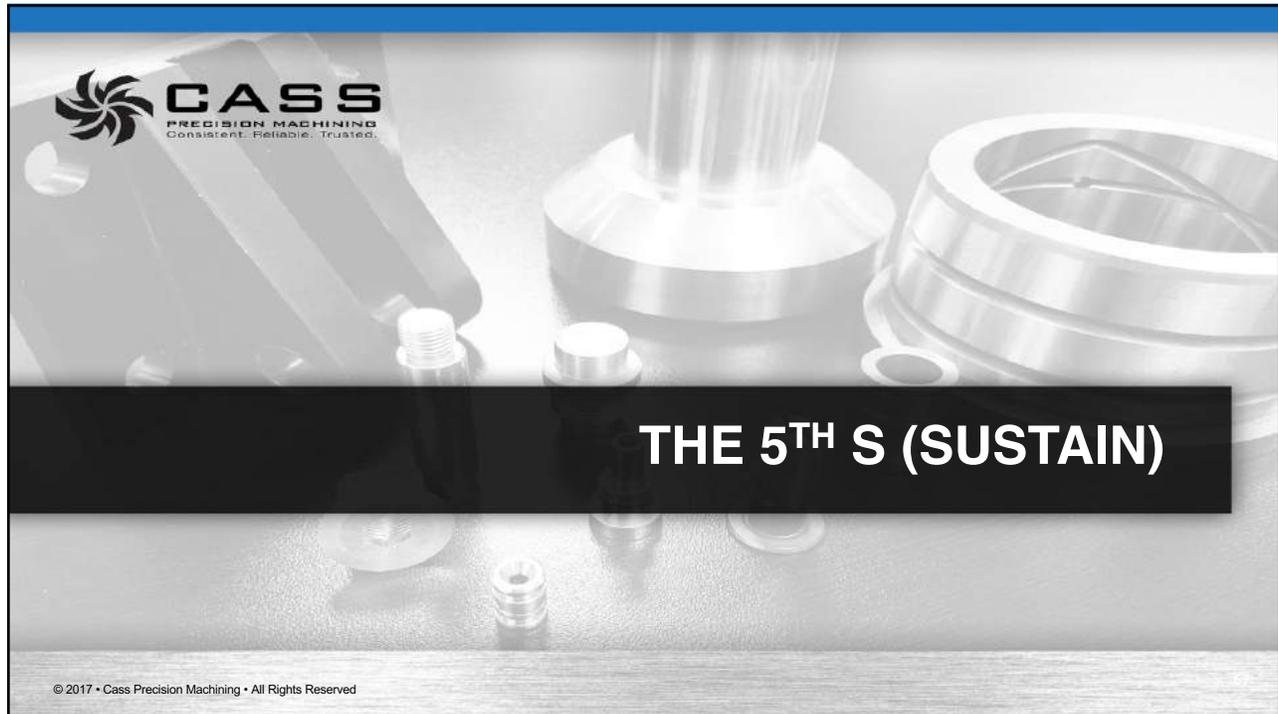


- Kan Ban: Next job staging
- Pics and support SOP's
- Andon process for W/C support
 - Doc Standard Work (indication/support)
- Frequency of use locations
 - Everything has a place/Everything in it's place



3. Consider your metrics; measure to get better

- Remember your Objective(s)
 - Setup Efficiency of Work Cell
 - Cass: 10% – 29% improvement
 - Run Efficiency (% of rate)
 - Output per direct labor hr
 - Rates vs. Target
 - 5S Audits - Scores
 - Identify the new normal
 - » Create a master document w/ all baselined items
 - » Include WI, SOP, Pics (more pics/less words)
 - » Communicate, train, and available in W/C



CASS **5th S - Sustain**
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Consistent. Reliable. Trusted.

- Is this the hardest S? . . . Behavioral change
- Objectives: Maintain the baseline . . . It's where our CI process will launch from!
- So what should you do? - Once you reached 4S, you've created change. Maybe huge change.
 - Be good at change management!
 - Remember: Communication ≠ Engagement

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5th S - Sustain

Sustain starts before you start 5S

- Understand the culture (how things get done)
- Know your informal leaders in the W/C
- Pick your team and train specifically on 5thS tools
- Management has to be engaged – visibly engaged
- Ownership of “Sustain” should be on the front-line
 - Management should enable



5th S - Sustain

The mechanics of Sustaining – Audits

- **Customize** your 5S Audit sheets to support your baseline documents
- Train people how to audit
- Periodic audits – remember that audits are to help, not to penalize
- Across isle audits
- Score, discuss, and **create action plans** from audits
- **Post results/actions** - VM board

5S AUDIT SHEET		Created By	Score			
Item	Description	Score	1	2	3	4
1	Check lists	Does the list include any essential materials or parts?				
2	Material in parts	Is there any material missing or damaged?				
3	Tooling or other equipment	Are there any missing tools or equipment?				
4	Other items	Are there any other items around that are not needed?				
5	5S training	Are there any 5S training sessions that haven't been done with or targeted?				
6	Standards & Notices	Are there any set of files or standards notices or standards?				
7	Workstation & Equipment	Are there any other notices used to notify workers of any equipment and storage areas?				
8	Quantity Indicators	Are the maximum and minimum allowed quantities indicated?				
9	Workstation and tools	Are tools and equipment located correctly to their frequency of use?				
10	Location Indicators	Are notices and other storage areas marked and locations indicated?				
11	Signage or notices	Is there good and clear signage in the shop?				
12	Cleaning responsibilities	Does the team take responsibility for cleaning cleaning operations?				
13	Area condition	Are floors, walls, windows clean and free from debris?				
14	Machines	Are the machines kept clean and free of dirt and oil?				
15	Cleaning schedule	Are cleaning schedules in place and followed?				
16	Cleaning equipment	Is cleaning equipment available and stored in a designated location?				
17	Improvement notices	Are improvement notices regularly being generated and acted upon?				
18	Quality standards	Are good and bad quality samples available and in the shop or plant?				
19	Any procedures	Are standard procedures written, clear, at the point of use and clearly posted?				
20	Improvement plan	Does the team have a continuous improvement action plan?				
21	Activity boards	Are activity boards up to date and regularly reviewed?				
22	Training	Is there a 5S training plan in everyone's training against standard procedures?				
23	Tools and parts	Are tools and parts being stored correctly?				
24	5S	Are procedures in place and up to date?				
25	Procedures	Are procedures up to date and regularly reviewed?				
26	Procedures & Check lists	Are procedures and check lists regularly reviewed and up to date?				
27	Very bad (more than 5 times in 1000 items)					
28	Bad (5 times)					
29	Average (2-3 times)					
30	Good (1 time)					
31	Excellent (0 times)					
		Total				
		Enter the number of items in each column and multiply by the score for that column.				



5th S - Sustain

The mechanics of Sustaining - Management's role

- Make 5S reviews part of **your standard work** including review of metrics
- **Clearly communicate** the expectation of the baseline – then expect it



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5th S - Sustain

The mechanics of Sustaining

- Management's role
 - Be visible – MBWA specific to 5S (Be inquisitive)
 - Periodically be part of audits
 - ***Recognize and celebrate the successes!***

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5th S (Sustain)

- Other things to consider . . .
 - Poka Yoke - Review the durability of your standardization
 - Use tools like FMEA or ??
 - Training/Refresh training
 - Start a continuous improvement program right away
 - Add to & report VM Boards/Gemba



Closing Comments

- 4th S
 - Know your scope and document – create the baseline
 - More pics/less words!
 - Communicate the new baseline and be clear about it being an expectation
- 5th S
 - ***Recognize and Celebrate!***
 - Change management
 - Audits and action plans
 - Visibly committed management - MBWA
 - *Remember 5S should be how you do business, not in addition to your business*



THANK YOU



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Longest standing supplier to Polaris (59 years)

1959 Autoboggan



2018 Mountain Assault



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Q & A

Midwest Rubber
Blake Dammann

Cass Precision Machining
Jim Garvin

Lifetouch
Brian Murray

Moderator
Tammi Dorion

How did we do?

Please fill out your ***feedback sheet*** for today's seminar.

Thank you members

Ametek
 Artistic Finishes
 Boston Scientific
 Chandler Industries
 Clothier Design Source
 Data Panel
 Decimet Sales
 Design Ready Controls
 DriSteem Corporation
 Eaton Corporation
 FMS Corporation
 General Dynamics
 Glamorous Wire Products
 Industrial Louvers
 Interscapes, Inc.

JonnyPops
 KEB America
 Meyers Printing
 Milestone AV Technology
 MME Group
 Nordic Ware
 Nystrom
 Outdoor GreatRoom
 Park Industries
 Pearson Candy
 Reviva
 Sil-Pro
 Superior Aerospace
 Waldoch Crafts
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*A Video of today's Seminar will be available in our new **Seminar Video Library**.*

Educational Seminars

Leverage the best practices and lessons learned from a diverse panel of industry peers.



A3 Thinking & Problem Solving

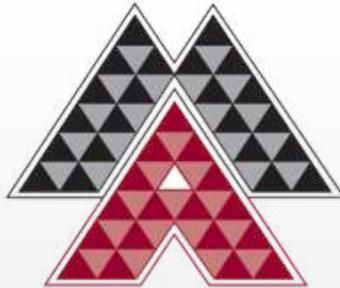
Thursday March 8 at Hennepin Technical College – Eden Prairie

Peer Group Membership

Would you like feedback on your challenges? Leverage a group of your peers as your own board of advisors.



- **New** – CI Practitioner
- Lean Enterprise
- Advanced Lean Enterprise
- Business Process Improvement



Manufacturers Alliance

Thank you for joining us!