



# JACKSONVILLE LEAN CONSORTIUM

**Strength in Numbers**

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# Overview

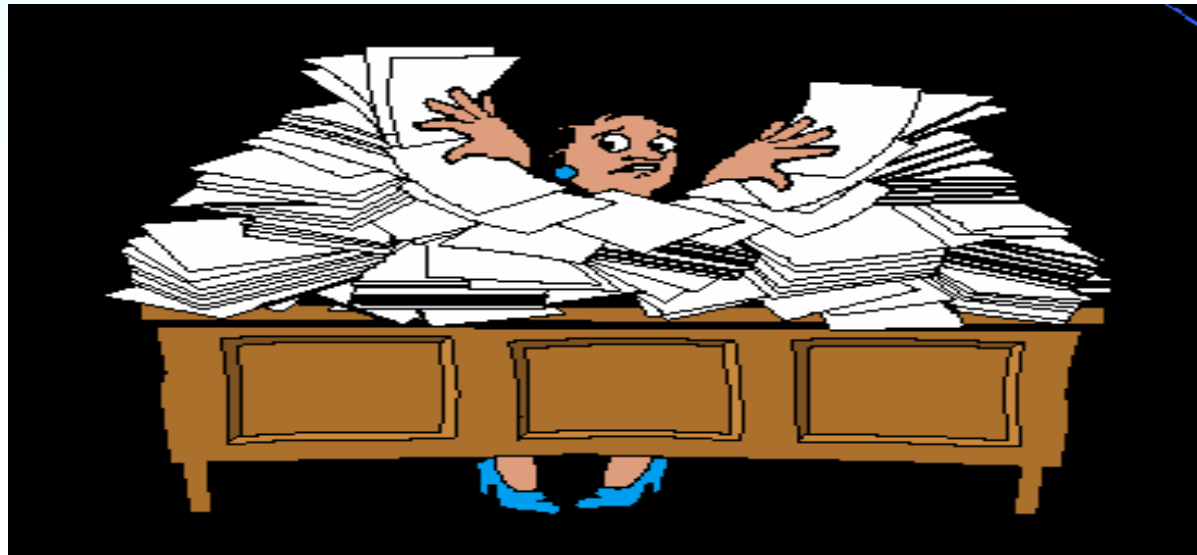
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- A Few Profound Thoughts
- What is the Consortium
- Who is involved
- What do we do
- Why is it effective
- What “Great” companies do
- Opportunities to Participate
- Questions

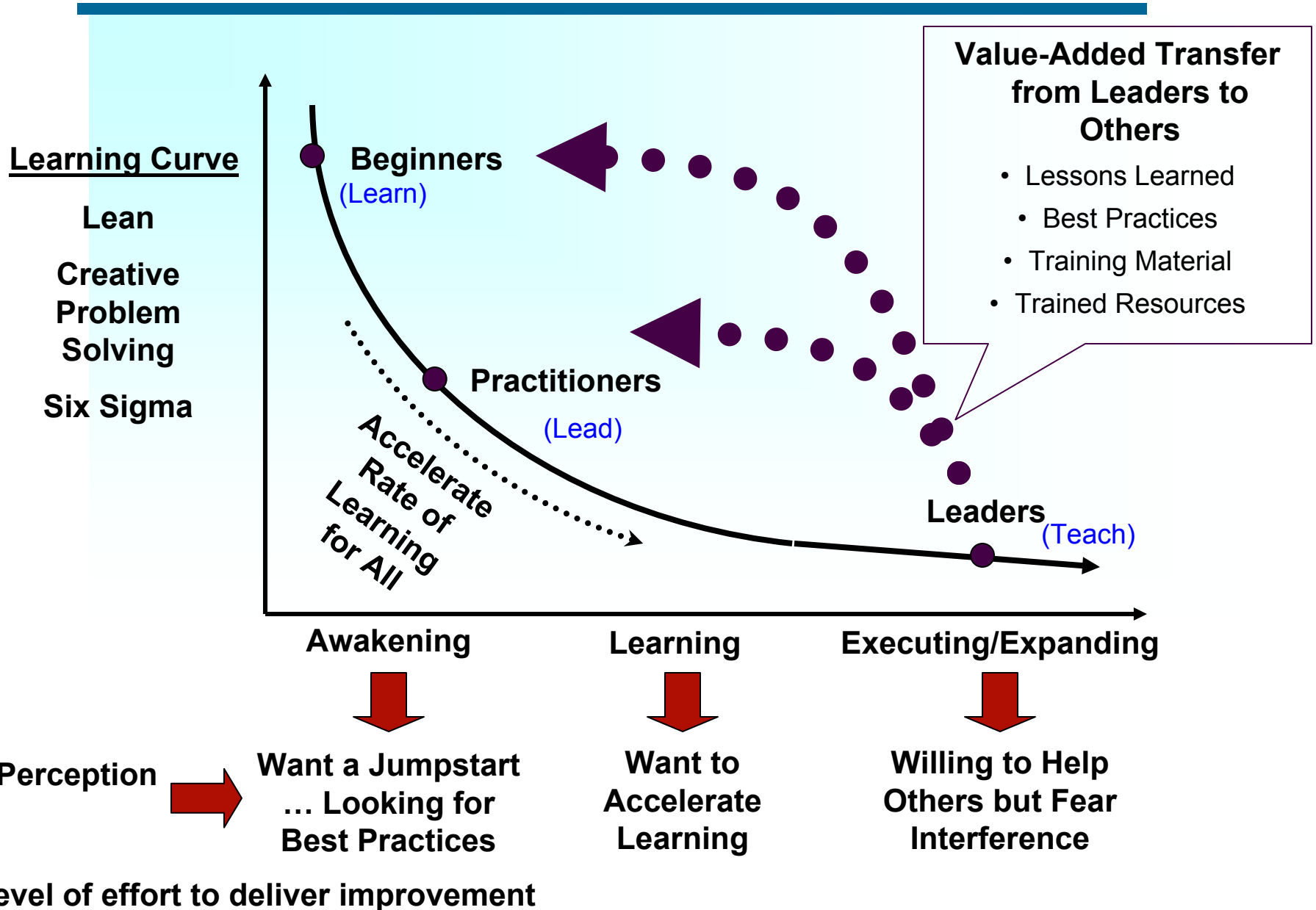
# 10 Minutes of Waste

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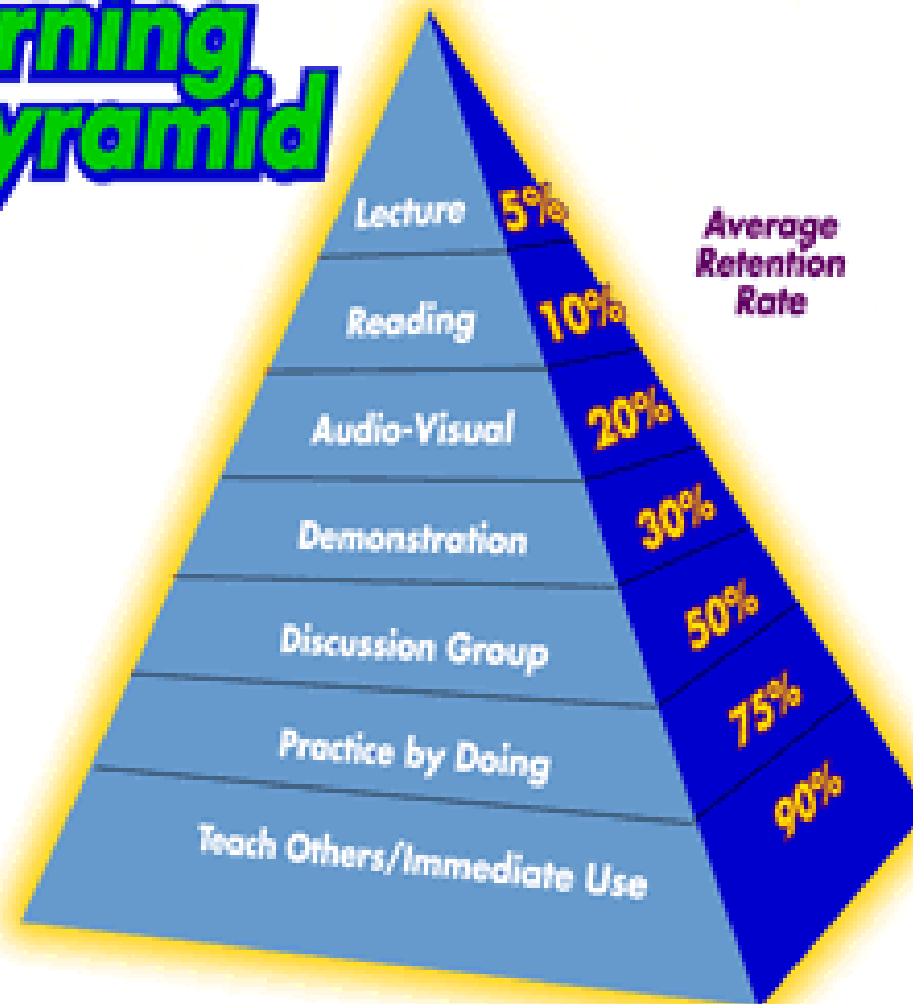
- *Find a way to remove 10 minutes of waste from your daily work routine*
- *This will add up to 1 extra week over the course of a year*



# Learn Lead Teach



# Learning Pyramid



Information obtained from Active Learning On-Line web site / Abilene Christian University Adams Center for Teaching Excellence / [www.acu.edu/cte/activelearning/whyuseal2.htm](http://www.acu.edu/cte/activelearning/whyuseal2.htm)

# *The Lean Consortium*

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- ❑ Formed in November 2003
- ❑ Consortium 1-16 member organizations working together to leverage continuous improvement
- ❑ Consortium 2-Will launch in June with 16-18 companies
- ❑ Founded by Jerry Bussell, Medtronic and Lad Daniels, FCMA
- ❑ Modeled after Vancouver BC consortium, but adapted to include service based organizations
- ❑ Provide and share resources with the goals of accelerating change, learning to fish and exchanging best practices

# ***The Lean Consortium***

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- ❑ Goals for 2004 included providing basic lean and 5S training to all member companies
- ❑ Establishing a strategic implementation plan for each member company
- ❑ Conducting at least 2 hands on improvement workshops each quarter (We ended up with 56 recorded events)
- ❑ Incorporate Lean Philosophy into current Improvement roadmap
- ❑ Launch 1 new group a year
- ❑ The overall goal is to facilitate change in our member companies

*To stop the insanity.....*

# *One Perspective on Change*

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Insanity

“Doing the same  
thing over and  
over and expecting  
different results”

- Albert  
Einstein



# ***Examples of the Insanity***

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1. Adding more resources to the same broken process
2. No time to do it right, plenty of time to do it over
3. Effort spent “hiding” problems
4. Vague objectives that are not actionable or measurable
5. Changing the people, not the process
6. Thinking “Training” is the answer to our problems
7. The “we’re special, we’re different” syndrome
8. No defined process ownership
9. Energy focused on problem detection rather than prevention
10. Problem Solving is an elitist, complex and intimidating process

***If any of this sounds like your organization,  
Joining a consortium can help***

# *Member Companies-C1*

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- ❑ Ameritape Inc.
- ❑ Atlantic Marine, Inc.
- ❑ CF Machine & Tool, Inc.
- ❑ Crane-Resistoflex
- ❑ Dura Automotive Services
- ❑ Enkei Florida, Inc.
- ❑ Florida Custom Marble
- ❑ Goodrich Corporation
- ❑ Jacksonville Electric Authority (JEA)
- ❑ Jacksonville Sheriff's Office (JSO)
- ❑ Kaman Aerospace
- ❑ Medtronic Xomed
- ❑ Naval Aviation Depot (NAS-JAX)
- ❑ Redd Team Manufacturing (ALCOA)
- ❑ Swisher International, Inc.
- ❑ Worksource, FL

# *Target Membership for C2*

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- Organizations willing to buy into a “Learn-Lead-Teach” philosophy
- Companies willing to share problems as well as best practices
- A wide range of company sizes
- A balance of service and manufacturing
- Prior Lean experience is not a deciding factor
- Companies with a history of “go-do”
- Government Agencies

# *Dues Structure*

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- Small < 50 \$1000/year
- Medium 50-150 \$2000/year
- Large > 150 \$4000/year
  
- Most of the funding provided by a Worksource Grant
- 1/2 of 2005 fees to cover organizational fees
- Dues cover all training, SIG and Lean Leader participation and most workshops

# *Timeline for Consortium Groups*

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*Year 1-  
Organize, Baseline and Learn*

*Year 2-  
Build Internal Resources Show visible  
improvement*

*Year 3 and beyond-  
Play a Leadership Role in Future  
Consortiums*

*Learn, Lead, Teach.....*

# *Lean Leader Forums*

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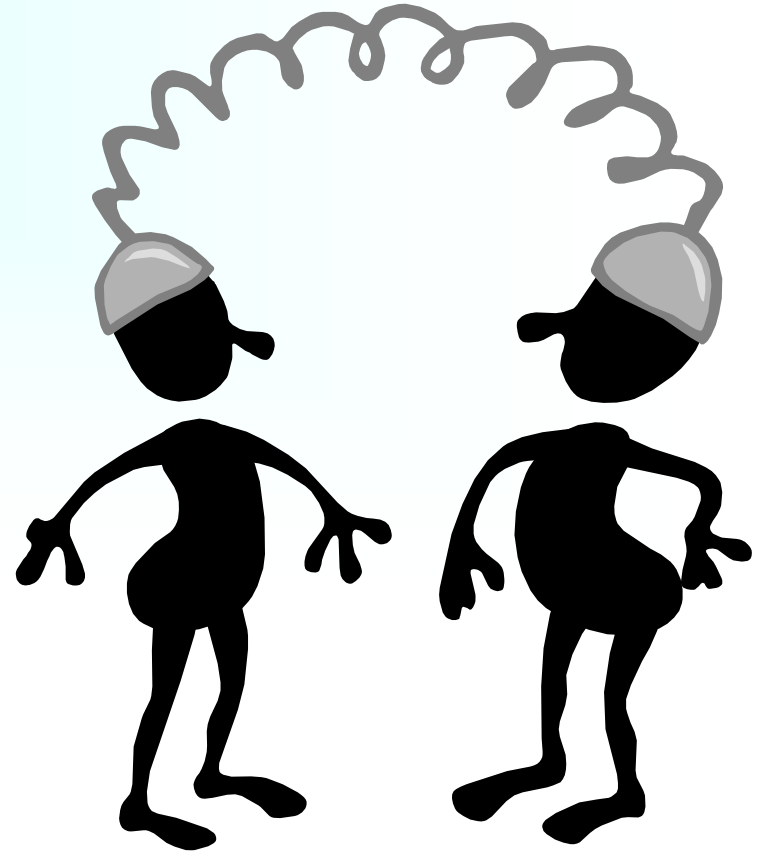
- ❑ Hosted Monthly by member companies
- ❑ Host presents Lean Journey and Lean Strategy
- ❑ Tour of the facility
- ❑ Feedback and Questions
- ❑ Consortium Business



# Learning Opportunities

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- ❑ Introduction to Continuous Improvement
- ❑ 5S
- ❑ Value Stream Mapping
- ❑ Facilitator Training
- ❑ Member to Member help
- ❑ Special Interest Groups (SIG's)
- ❑ Study Tours



# ***Introduction to Continuous Improvement***

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- ❑ 8 hour course covering basics of Lean and 6 sigma
- ❑ Hosted monthly by member companies
- ❑ Taught by volunteers from member companies
- ❑ Open to all employees of all member companies
- ❑ Hands on activities and open forums



# The 5s

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1. Sort
2. Straighten
3. Shine
4. Standardize
5. Sustain



# ***On Site 5S Training***

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- ❑ 4 hour kick off workshop
- ❑ Video, training and hands on in the work area
- ❑ Ongoing 5S SIG

**Before**



**After**

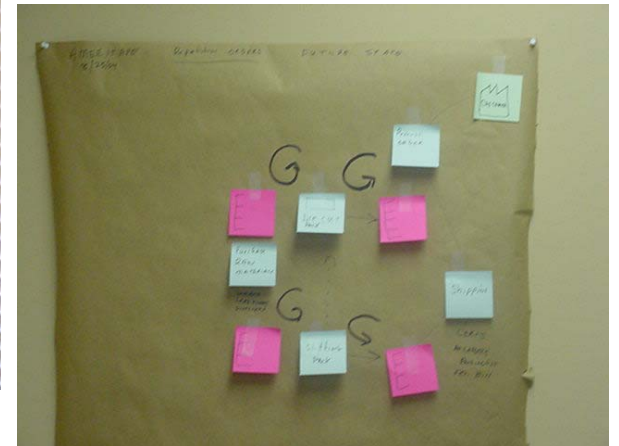


# Before and After 5 S



# Value Stream Mapping

- ❑ 2 day workshop
- ❑ Map the current state, envision the future state, devise a plan to get there



# *Member to Member Help*

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- ❑ Kaizens, walkthroughs and brainstorming sessions
- ❑ Hearing it from your peers
- ❑ “We did it and it didn’t kill us”



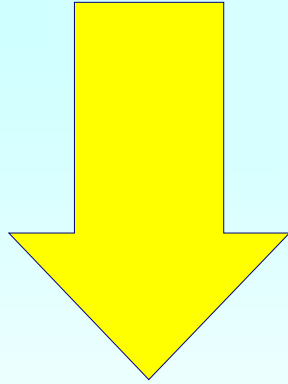
# *Special Interest Groups*

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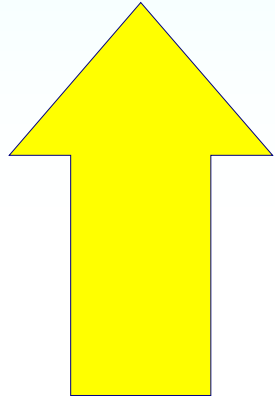
- ❑ 5S SIG
  - ❑ Meets Monthly
  - ❑ Trained on 5S, Auditing and Softskills
  - ❑ Held first event in JEA procurement records area
  
- ❑ HR SIG
  - ❑ Meets Quarterly
  - ❑ Chartered to share best practices in “Recruiting, Training, Rewarding and Retaining employees in the lean organization”

# *Our Results*

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*Lead Time*  
*Cost*  
*Labor Required*  
*Space*  
*Inventory*  
*Defects*



*Customer Responsiveness*  
*Capacity*  
*Employee Satisfaction*

# *Success Traits of Successful Members*

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- They have a strategy
  - Strategy is easy to understand and well relayed
  - Aligned throughout the company and everyone understands their role and contribution (Hoshin)
  - Strategy includes plan for excess capacity
  - The message is consistent

# *Success Traits of Successful Members*

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- They Track Metrics
  - Metrics are aligned with the strategy
  - Feedback is continuous
  - Focus is on the critical few
  - Metrics have ownership
  - Metrics have a goal and gap analysis
  - They are calculated “As Seen by the Customer”
  - metrics drive the right behavior

# *Success Traits of Successful Members*

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- They “Go-Do”
- Problem Solving Culture is developed
- Lean Philosophy is incorporated into existing CI effort
- DMAIC structure is followed consistently
- Time is managed as a resource. ROI is used to combat “we don’t have time” Project WIP is minimized
- Information is shared and leveraged
- Fear of failure is minimized
- The “just right” is weighed against the “right now”

# *Success Stories*

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- 15-40% improvements in productivity from Value stream improvement efforts
- Up to 95% reduction in opportunities to produce an error on transactional process improvement efforts
- One member who started with no lean experience increased headcount by 25% while **INCREASING** sales per employee by 32% -effort is now being focused on improving Quote capacity
- Several cases of member to member partnerships

# *Opportunities to Participate*

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- Join FCMA
- Intro to Continuous Improvement Public Workshops offered Quarterly
- Lean Trends in Japan-June
- Lean and Cost Accounting-Sept 8 at UNF
- Let us know you are interested in Joining a Consortium-  
Contact Meg at FCMA office. 296-9664

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Think Lean!



JACKSONVILLE LEAN  
CONSORTIUM