2018 CANADIAN LEAN CONFERENCE

WINNIPEG | JUNE 4–7, 2018
EMBRACING EXCELLENCE.CA
Kata is “Price” Less

Neemee Batstone
Continuous Improvement Manager
Price Industries Limited
Neemee Batstone, P.Eng.
C.I. Manager
9 years at Price
20 years lean experience
Price Way
**Vision**: Provide superior customer service

- High Mix, Low Volume
- ISO 9001:2015
- Quick Ship Programs
- 1100 employees

“At Price, we invest and innovate continuously whether in good times or in bad”
Global Distributor
Price Research Center North
Our Lean Journey

Restart
- 4 Kaizen events
- 15 Cell Leaders - LLI
- 69 employees - Lean 101

Lean Training
- 24 Kaizen events
- 8 Cell Leaders - LLI
- 5 Cell Leaders - LLLI
- 170 employees — Lean 101
- 5S Program Launch

George Koenigsaeker
Leading the Lean Enterprise Transformation
Continuous Learning

- The Remedy
- True North
- Culture
LEAN CONFERENCE

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TRUE NORTH | DELIVERING THE PERFECT ORDER

IMPROVE PROBLEM SOLVING

STANDARDIZE PROCESSES

TOOLS TO HELP...

KAIZEN +
PRODUCTION +
RUN CHARTS
LEADER +
TRAINING
LEAN TRAINING +

...GROW AND DEVELOP

+ LEADER STANDARDS WORK
+ C.I. TOOLS
+ WINNING TEAMS
+ I.R.S.
What’s Working? What’s Not?

• Reduce fire fighting
• Problem Solving Culture
• Incremental gains
• Personal Development
TRUE NORTH | DELIVERING THE PERFECT ORDER

IMPRESS PROBLEM SOLVING | STANDARDIZE PROCESSES

TOOLS TO HELP...

KATA +
PRODUCTION +
RUN CHARTS +
LEADER +
TRAINING +
LEAN TRAINING +

...GROW AND DEVELOP

+ LEADER STANDARDS WORK
+ C.I. TOOLS
+ WINNING TEAMS
+ I.R.S.
You think you know…

But you really don't know!

Kata Journey
Kata Journey

Brandon Brown

W3 Group

Mystery

Uncertainty

Apparent Certainty
Improvement Kata Experience – Dominos Workshops
Performance Measures

**Focus Process:** Price "KATA or the KATA"

**Target Condition**

**Achieve by:** April 22, 2018

**Process Characteristics**

<table>
<thead>
<tr>
<th>Depth Level</th>
<th>L</th>
<th>IC</th>
<th>2C</th>
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<tbody>
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</tr>
<tr>
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<td>20</td>
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*Awareness Level Score:
- 0-10: Compressed IK
- 11-20: Competent
- 21-30: Proficient
- 31-40: Expert

**Challenge:**

**Current Condition:**

**Process Characteristics**

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**Outcome Metrics**

- Cost of Quality: $3,000/yr
- On Time: 100%
- Customer Complaints: 0/yr

**Process Metrics**

- TC NOT FOR: Press, Paint Line, Press, Paint Line, Paint Line
- 15% Achievement

**Process Characteristics (Jan 18-30)**

- TC NOT FOR: Press, Paint Line, Press, Paint Line, Paint Line
- 15% Achievement

**Outcome Metrics**

- Cost of Quality: $3,000/yr
- On Time: 100%
- Customer Complaints: 0/yr
It’s our Way of Life...
Kata in Action
Production Cell
Paint Line

Density (D + E)

Day  Eve  AVE (D+E)

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Paint Line

Target = 16.50 - 16.80 ft/min

Line Speed (D + E)
Kata in Action
Results: Acquisition with team collaboration
Results: Acquisition with team collaboration
Results: Acquisition with team collaboration
Lessons Learned

• Commitment and willingness to learn
• When you think you know everything…
• Daily routine means every day not every other day
• Focus on the process and the numbers will come
• Set challenges as your biggest problem … not too big and not too small
• Practice leads to perfection … together!
Thank You!

Kata is “Price” Less

Neemee Batstone
Price Industries Limited

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