



# Lean Thinking Started Young:

Sorting baseball cards into numerical order.



2008 – 2013: Our assembly and finishing processes didn't scale.

Very slow, lots of material handling and lots of waste.











We discovered FastCap, saw a tour video of their plant and bought the owner's book: **Two Second Lean.** 

With Lean as a guide, we devised new assembly and finishing processes. Productivity increased 10x







Flow improved dramatically throughout the facility and scaled perfectly when we moved into our current factory.



## We continue to find new ways to lean out our processes





OLD: Spindles on Carts

NEW: Crates on Skateboards





Building a culture of continuous improvement

# **8 Deadly Sins of Waste**









3 Excess Inventory



4 Defects



8 Unused Employee Potential







Wasted Motion

Customers Waiting Time











## What do we standardize?

Everything possible... Material handling, schedules, presses, spare parts, PVC, lunch breaks, etc.











# **One piece flow:**

Lay out the plant with the lifecycle of the record in mind. Eliminate any area where things bottleneck. Minimize work in progress down to zero.





Identify anything that can be turned to "Just In Time":

Boxes, PVC, etc.



## LARGER PORTION OF COPQ HIDDEN BENEATH





Focus HEAVILY on Cost of Poor Quality:

Scrap rate, origination of defects, well-defined quality standards, scrap goals.





Key Performance Indicators:

Collect performance data to know where to focus your attention.





Build a Culture of Mutual Respect





# **Morning Meeting:**

- Rotating leads
- Review previous day's numbers
- Sales
- Inspirational quote
- Read books together
- Contests





#### **Building Leaders:**

Line managers empowered to run their departments in trust and understanding of our company culture



#### **Improvement videos:**

Any employee can identify a problem, develop a solution, test the solution and shoot a video to share with the company in the meeting.





Every improvement serves both the customer and the employee by adding value and quality while also removing struggle in the process.