



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000
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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

CAN LEAN HELP?

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applies to your business?
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Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: LSG Sky Chefs**

The following is a brief overview of a Lean implementation story:

LSG Sky Chefs Recipe for Success is Rapid Launch... In the days following Sept. 11/2001, this airline caterer had to do something different to survive and they decided that fundamental change was needed, including implementing a lean enterprise. What the company did differently was to apply lean principles very quickly in a nontraditional lean environment. In just 6 weeks, the company documented positive results from the effort to rapidly teach and implement lean principles. The first step in the lean conversion was to get people with lean knowledge and the experience of turning that knowledge into results. The COO spent a lot of time visiting Customer Service Centers (CSC), walking the value streams with GMs, pointing out waste, and explaining how lean concepts could eliminate it.

Next, they established pilot projects in two CSCs. The pilot projects occurred at CSCs in Los Angeles, which has a heavy load of international meals, and Chicago, which caters mostly domestic flights. The pilot projects focused on implementing key fundamental concepts in order to prevent Managers from "cherry-picking" - implementing selected techniques without regard to the actual need of overall service value streams. The focus was on the identification and elimination of waste. The company also wanted Managers to realize that getting started and getting results doesn't take a year, it could begin immediately. The idea was to launch the pilot projects, then bring GMs and Managers in from the other 94 CSCs six weeks later for a one-day workshop to show them what had been accomplished. To help reinforce these lean learnings, the GMs also received training on lean basics and implementation tools. Initial education included posting information on the company's intranet site and running two-day workshops on lean fundamentals.

In both pilot locations, quality and productivity improved in six weeks. Overtime, required floor space, and quality complaint cards from flight attendants -- the industry's traditional quality measure -- declined. The cost savings were immediate and the improvement effort required minimal capital investment. More importantly, the process created capacity that allows for later growth when the airline industry improves. After six weeks of focusing on 20% of operations in each facility, the respective pilot projects each netted an overall 10% productivity improvement CSC-wide. Applying lean concepts in the airline catering industry has meant generating solid results from initial lean efforts in little more than a month. Fortunately, LSG Sky Chefs' commitment to the transformation has a longer timeline.

To view more information on this example (and others)... you can visit our Newsletter page at our website to view the complete article:

www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

PUBLICATIONS

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"
- "ISO 14001: Learn what's driving its double digit growth!"

TRAINING:

- Process/Value Stream Mapping
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
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For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

"The 3 Biggest Mistakes People Make with ISO 9001"; ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: What are the "lessons learned" from this example?

A: First, LSG Sky Chefs is another example of how lean concepts can be applied in non-traditional environment (airline food service). Second, lean can initially be applied very quickly not over 12 months but immediately, in this case it took just 6 weeks to train and implement. Third, the top person in the company needs to spend significant time walking along the value streams so they can understand. Fourth, use trials or pilot projects to rapidly apply lean tools, then learn and adapt as you go. Fifth, ensure that the key fundamentals of lean are thoroughly understood by everyone, that means training on the basics of lean and implementation tools, from the manager to the frontlines, in hands-on workshops. Sixth, rapid improvement can only be accomplished by tapping the knowledge of your frontline workers. Seventh, cost savings will be significant and immediate, without the need for heavy capital investment. Eighth, all gains will be lost if you don't instill a culture that there are always ways to improve. (Case in point, after 50 years of already being Lean, Toyota set a target in 2003 of cutting the cost of the Camry engine by half... they achieved it in 2006).

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).