



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?

Want to know if Lean
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: Applying Lean in Scotland**

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

Rosti Technical Plastic, Lanarkshire, Scotland is a manufacturer of plastic components for Customers, one of which is NCR who saw the parts as expensive and believed they could source them cheaper out of China. Jobs were on the line and another bit of Scottish manufacturing looked as if it was about to disappear, but Rosti's management had other ideas. They had heard about Stuart Ross, a veteran of the Japanese working practices of kaizen ("continuous improvement") and lean manufacturing. Ross was brought in and within weeks had come up with a means to improve productivity by a massive 70%. While Rosti's other plants in England and Wales suffered cutbacks, the work that NCR wanted to switch to China stayed in Scotland.

Henry Technologies was a struggling manufacturer of components for refrigeration systems on the Hillington Industrial Estate near Glasgow when it announced that job losses appeared inevitable. Ross was brought in and implemented his Lean program. Within weeks the company saw a 150% improvement in productivity. The firm cut the cost of its main product by 15% and the delivery time from six weeks to three days. Salesmen previously hindered by this long lead time were able to tell customers they could have the parts installed that same week and at a lower price. Within 10 months the firm saw a 125% increase in sales and went from threatening to fire people to hiring them. No extra finance was raised, it all came about from reorganizing how the firm operated.

In the public sector, the Aberdeenshire Council's Planning Department wanted to speed up its process. As a result of changes now introduced, the time for processing applications has been reduced from up to eight days to three. In half of cases it takes just one day, and uses half the resources. There were similar improvements in the social work dept, where no jobs were lost, but instead more staff were employed with clients rather than in paperwork. Warwick Business School has published the results of a survey into the effects of employing kaizen and lean principles into the public sector. It includes an analysis of the successful work done with the Aberdeenshire Council.

Some of the key results from these Lean efforts include:

- Lean thinking can be applied to almost any process, but the key is the involvement of those who actually do the work. Stuart Ross believes that companies, public sector councils and the NHS (National Health Service) can make major improvements across all their key measures once they learn how to involve their staff in the elimination of waste.

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
- Privacy Program Training (PIPEDA)

****View [agendas](#) at our website****

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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: Here's the approach that Stuart Ross is using in Scotland...

- He involves employees in reorganizing how they do their jobs.
- He asks them to identify problems and how things might improve. This means asking what the customer wants and how best it can be delivered.
- He looks at the processes involved and usually finds they are not very good. Wherever you go, usually people are working with processes that have been imposed on them. When you give them a chance to look critically at how they are doing things and how they might do them differently, the results can be amazing.
- The other thing is that improving the way people work makes them enjoy their work. They often know what is wrong and what is broken, but they don't have any opportunities to make changes. So things stay the same.
- His philosophy is based on "doing more for less", stripping out waste and improving the way people work. It is not just about productivity, but predictability, speeding things up, and making things flow smoothly.

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).