



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: Ariens Co. and "5-S"**

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

Ariens Co., Brillion, Wisconsin is a manufacturer of grass-cutting and snow-removing equipment. This Newsletter is a continuation from one published last year regarding this same company, and describes how they applied one particular Lean tool called "5-S".

Six years ago, Ariens Co. adopted "Lean" in full... In that time – and without eliminating any positions – the equipment manufacturer has doubled its productivity in five years, not to mention moving from being in a position of debt to becoming a cash-flow based company last year. Things are going so well with regard to Lean that they announced a \$6.5M cash investment in itself to boost efficiencies and training even further.

Ariens discovered that "5-S" is one of the first Lean tools they needed to learn when it comes to Lean because it focuses on workplace organization. This was the foundation for everything else they implemented with Lean. Originally coming from the Japanese words Seiri, Seiton, Seiso, Seiketsu and Shitsuke, the five S's translate into the following English equivalents: Sort, Set in order, Shine, Standardize, and Sustain. Together these five principles help increase workplace safety, productivity, quality, morale, sales potential, customer appeal and boost the company's professional image, all with an ultimate goal of making more money.

"5-S" requires the full commitment of a company's top management, as well as employee involvement. If employees see that management isn't taking the process seriously, the whole system will fail, so it's really important to get everyone on board and stick to the process. Focusing on the fact that "5-S" is about workplace organization, some preparation is necessary to get the process off the ground. First, the company must pick an area they want to shape up, then outline measures and targets for how that area of the company should operate.

"5-S" helps to remove the first layer of clutter along the entire value stream, but more importantly should be used to introduce Lean to all employees, so they will understand what Lean is trying to do, and prepare them for what will be coming. Unfortunately too many Lean initiatives don't even make it past the "5-S" event... and employees end up thinking that Lean is just a "house keeping thing". Even though 5S by itself can achieve excellent results, it's really just the beginning of the Lean journey, with a lot more gains waiting to be uncovered.

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: Here's the "5-S" approach that was used by the Ariens Company...

- Sort: Live by the mantra "when in doubt, take it out." Keep only those things that are needed and discard those that aren't.
- Set in Order: Once you're down to just the essentials, you can change your mantra to "A place for everything and everything in its place."
- Shine: There's something invigorating about working in a clean and orderly work area, so once everything's been set in order, take the time to bring the shine back to your working space.
- Standardize: With the first three S's taken care of, it's time to establish processes that will keep things in good working order... "Standardization is what you hold people accountable for. This step involves creating 'standard work' processes to maintain the first three S's.
- Sustain: In order to keep this going, you have to have this fifth S. Develop a management system with the discipline to make the new "standard work" a habit; set goals and expect results. Having regular reviews helps to hold employees accountable to the new "5-S" practices.

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).