AME/APQC Benchmarking CoP Virtual Networking Event June 18, 2013

Innovating with Lean Tools

Ken Rolfes, KDR Associates



Session Agenda

10:00 a.m. Welcome/Housekeeping

10:05 CoP Business

10:10 Benchmarking Presentation

10:45 Open Q&A

11:00 Adjourn



2013 Benchmarking CoP Calendar

Month	Date	Session	Presenter
			Travis Colton, APQC
			Don Davies, General Dynamics
February	2/19/2013	Real-Time Case Studies in Benchmarking	John Mellin, GlaxoSmithKline
March	3/19/2013	The continuous improvement journey at UL	UL
May	5/31/2013	Vet STRONG Program	Joe Barto
June	6/18/2013	Innovating with Lean Tools	Ken Rolfes
July	7/16/2013	Using Lean Tools in Healthcare	Mark Graban, KaiNexus
August	8/20/2013	TBD	TBD
September	9/17/2013	TBD	TBD
October	10/22/2013	TBD	TBD
November	11/13/2013	Knowledge Management at Eaton	Eaton
December	12/17/2013	TBD	TBD

Send your topic or presenter recommendations via the Q&A tab or email at rwebb@apqc.org.



AME Events (www.ame.org)

June

- ➤ 06/20 Hanover, Pennsylvania
 - R.H. Sheppard Tour & A3Workshop
- ➤ 06/25 Kitchener, Ontario
 - 9th Annual Workshop and Golf Tournament

July

- 07/11 Newark, New York
 - Operational Excellence in a Job Shop Environment
- 07/16 Sustaining Lean Improvements
- 07/17 Atlanta, Georgia
 - Utilizing Value Stream Mapping & ToC
- ➤ 07/17 Chicago, Illinois
 - Tour of FedEx Express Regional Sort Operations
- 07/24 07/25 Paso Robles, California
 - Lean Safety

AME National Conference

- > 10/21-10/25 Toronto
 - Breakthrough to Your Leading Edge



APQC Events

http://www.apqc.org/events

- 6/19 APQC SCM/FM Webinar
 - Managing the Risk of Supply Chain Disruption
- 6/20 APQC KM Community Call
 - Building a Successful KM Program Through Sponsorship, Recognition, and Metrics
- > 7/10 APQC Orientation

2013 APQC Process Conference

- ➤ 10/21 10/25 Houston, TX
 - Connecting People, Process, and Technology for Results



APQC Research Agenda

http://www.apqc.org/research agenda

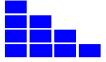
Active Research

- Transferring and Applying Critical Knowledge (5% complete)
- How Shingo Prize Winners Manage Their Supply Chains (9% complete)
- Recruiting and Developing Talent in the Supply Chain (67% complete)
- Managing the Financial Risks of Supply Chain Disruption (90% complete)

Upcoming Research

- Enterprise Risk Management and Strategic Planning
- Practices in Master Data Management
- State of Benchmarking
- Big Data and Sense-Making
- Using Knowledge Management to Alleviate Skills Shortages
- What does Getting "Buy-in" Really Mean?



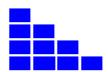


Lean Tools for Innovation:

Ken Rolfes KDR Associates, Inc.

krolfes@kdr-associates.com

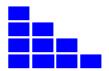
BCoP June 18, 2013



Ken Rolfes

- President KDR Associates
- Works with clients globally to develop and execute strategies accelerating profitability and growth.
- A long time AME volunteer, 3x AME Regional President and 2x Director at large and currently serves as Director for west region.
- 35+ years experience in general management and product development has served as corporate officer, COO and VP in mid-cap and start-up companies.
- BS in Industrial Engineering and a MBA in Finance.





Squeeze Machine

Creative Process

Not Rocket Science



Ed Minnock Colleen Shinn, Pete Cionitti, David Sullivan, Boyd Rice, Kip Benson, Jason Culp



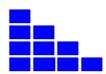
Margaret Creedon, Valerie Creedon, Maurice Snell

VOC Customer Knowledge March 2012

Not Shown: Tricia Sutton, Scott Schiave



Michael Bremer, Ken Rolfes, Jim Dyes

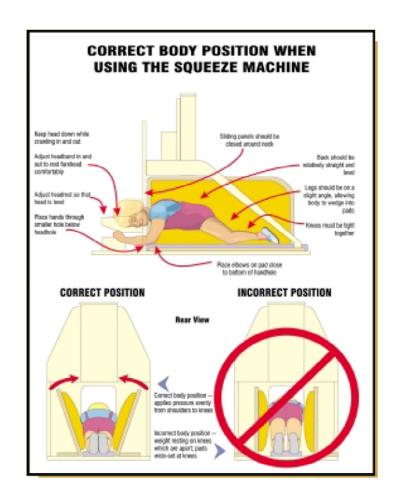


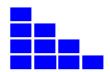
VOC Discovery & Interpretation

- Everyone took a turn in the Squeeze Machine
- We observed others using the machine
- Listened to Users and Clinicians
- Identified the gaps









User's first Impression?







	Priority	Customer Interest	Current	Target Status
1	1	Noise	85-105 dB	30-60 dB, 250-2020 12
2	1	Squeeze entry and egress	Crawl in under tower, easy to bump head	Not possible to tump head
3	2	Adjusts for children and adults	Difficult to adjust: air pressure, squeezer sides and head rest	Easy to do correctly, difficult to do incorrectly
4	2	Squeeze orientation	Prone/Horizontal Face Down	Seated Recline to Vertical
5	2	User position	Training required	Easy to do correctly, difficult to do incorrectly
6	2	Head rest hard to clean	Needs to be lauridered	Wipe to clean
7	2	Proper usage by users	No data	Data that reports use and effectiveness
8	3	Compressor maintenance	Compressor should be drained once a week.	None required
9	3	Size	Large and bulky	Move through 30 inch door
10	3	Locks	Threatening	Enticing
11	3	Clet	\$4,525 + shipping	50% reduction

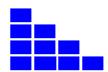
Ideation and Design Workshop June 2012



Back: Pete Cionitti, Charlie Fouraker, Carl Jarvis, James Bearden, Michael Bremer, Gary Daggett, Maurice Snell, K Matthew Swain, Todd Fink, David Sullivan

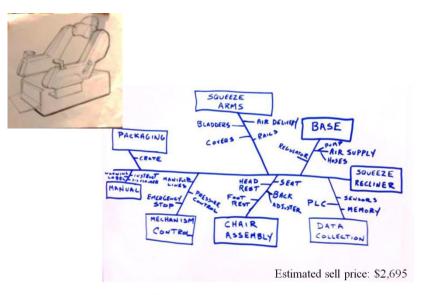
Middle: Michael Kennedy, Lori Bearden, Margaret Creedon, Samuel Petre, Colleen Shinn, Tricia Sutton, Valerie Creedon

Kneeling: Jason Culp, Jim Dyes, Ken Rolfes, Jason Bogusz, Ben Zheng



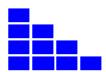
Accomplishments

- Addressed VOC identified targets for improvement
- Developed 17 different design ideas
- Built 3 alternate models to evaluate
- Selected one to move forward to prototype
- Outlined manufacturing process
- Scoped a rough product development plan



Squeeze Machine Project Plan

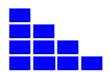
Title:	Squeste Machine Redesi	gn Confidential? It	10	Prepared	4/25/29/12		1 Notes - Replace compressor with a blower. Contain in sound muffling base.
	Therefo				3P update	111	 Entry and egress. Orientation. User position – Change orientation to sitting to make user position easy and obvious.
Company:	Therplin	Responsibility 5	Note:	Revision	6.14.2012		Adjustability – Adjustable sides and back recine for user preference.
						4 11	4. Sanitation/cleaning - New auritaces to clean and material selection.
1. Beckgro	und					71	5. Maintenance – none required beyond cleaning.
		tout pressure fariation infloitual	with aution, serve	in tricello	disorders, and/or	ш	Size – compact size and built in rollers to enable one person to move.
		D and TSI. It can facilitate reduction				ш	Looks - Inviting to user and obvious to how to enter and exit as well as position while in chair. Cost - Excepted to be less than 50% of current Squeeze Machine.
colerance						ш	at Print - Enhance in on son unto sina in minute adventa printing
: The press	ure produces a calming offe	ct which is therapeutically beneficial	for some audistic of	viden adries	coets and adults and	111	
possibly the	ar with attention-defect hype	radivity.				ш	8. Proposed Design
1 The goals	of the re-design activity is to	maintain the device's effectiveness.	individual control as	nd durability is	which are highly		
		case while reducing the noise of the	compressor, easily	g the user ext	rance and egress, and	411	
	overall cost.					ш	
: Current o	of it the purchaser ranges?	from \$4525.00 plus shipping at The	rafe to \$8,625 at Sp	eriaheets co	m.	ш	
						41	24/////
1. Cornect	Conditions					- 11	S All
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Squeeze ma				- 6		ш	
a solver	ble to accommodate childre	n and adults. refread on sheepskin head red.		-0		ш	
	its into machine and rests to it be kept down to proid bur			100	Day 450	ш	
		iping towe. I properly and user assumes correct		1.788	(E)	ш	
	pressure should be applied.		passer.	1 2 mil	A 10 (1)		Design Concept Model developed in 3P
	should be relatively straight		1 had				
						ш	Sides, head rest and back rectine adjustable for user with four rest for smaller size user. Pressure applied in same area as possess marriage, shoulders from the four.
- Legs - Ener	should be at an angle allow a must be light broather	ng body to wedge into pads.		of E	4	Ш	Pressure applied in same area as squeeze machine, shoulders through thigh. Totally set contained unit.
- Knee	should be at an angle allow a must be light together. The able to control assumps			of the		Ш	Pressure applied in same area as squeeze machine, shoulders through thigh Trasity self curtained unit Pressure applied with an traditions on each side.
- Knee	must be light together.			- N		اال	Pressure applied in same area as squeeze machine, shoulders through thigh. Totally set contained unit.
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THE NEW DESIGN!!!



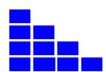
We actually did it!



The new Squeeze Machine

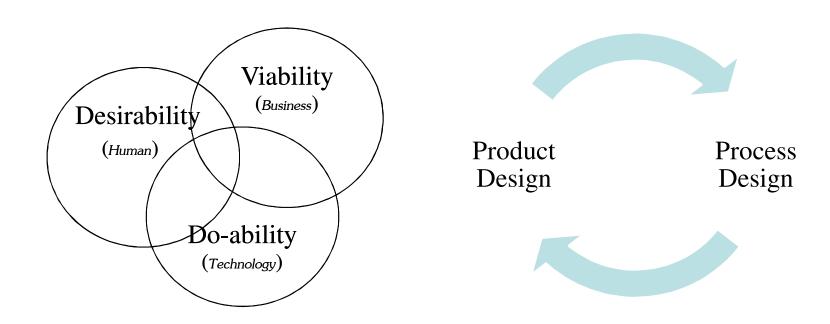


- Showed the prototype at AME Chicago
- Next steps
 - Build additional prototypes
 - National AutismConference July 29–August 1, 2013



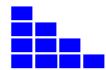
What is 3P?

Production Preparation Process

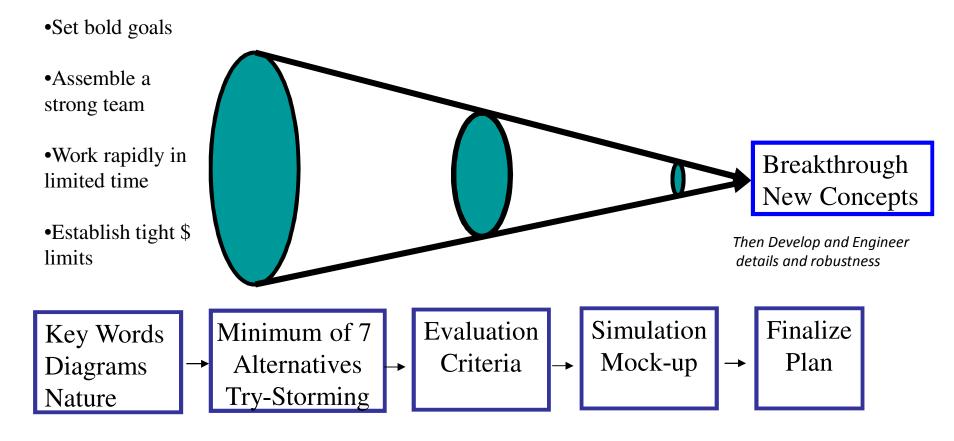


Collaborative Environment for idea exchange and development

KDR Associates, Inc. **Process** Implementation Ideation Implementation **Inspriation** Experimentation Ideation Understand user Create Team Number of Possibilities Define Divergent and Convergent Thinking Challenge Copyright © 2012 KDR Associates, Inc. All Rights Reserved



The 3P Process



Kaizen Methodology along with childhood mentality

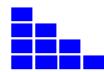
Developing Design Alternatives





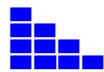






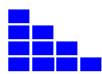
Design Accomplishments: 17 Different Design Ideas





Design Accomplishments: Built 3 Alternative Models

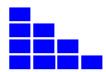




Design Accomplishments: Selected One To Prototype





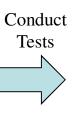


Chair Design Cycle of Learning





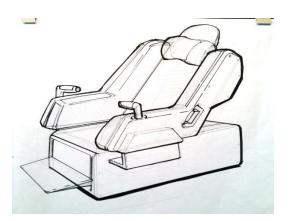








Build Model

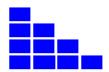


Proposed Product





Demonstration



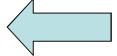
Two Way Chair Design

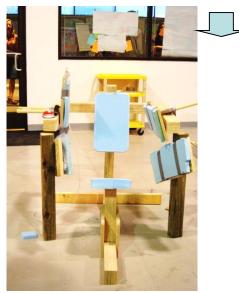


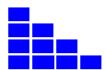








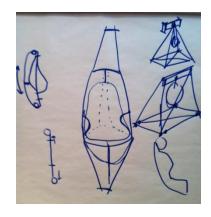




"Squing" Design





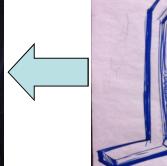


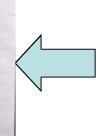




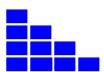




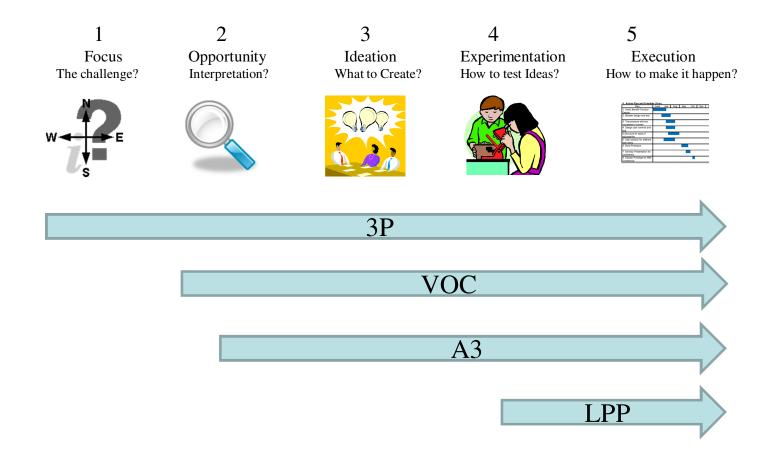


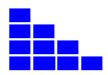






Lean Tools Employed





Levels

What level are you working at?

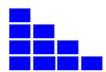
- NATURAL LAWS why things happen (science level)
- PHENOMENON things that happen (effects from science)
- APPLICATIONS what you can do with the effects (tech.)
- CONFIGURATIONS assembling applications for a purpose
- ITEMS products and services that business units offer
- FACILITIES locations that value streams flow through
- FLOW CELLS parts of value streams with continuous flow
- STEPS individual value-adding steps in a value stream











You can do this

The real key to learning:

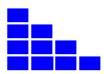
- 1. Get some info,
- 2. attempt to apply it,
- 3. evaluate the result.
- 4. If it falls short or is insufficient, go back to step 1.

What to expect?

Attempt 1: Wow, this is harder than it looked.

Attempt 2: Wow, this is easier than it was last time.

Attempt 3: Wow, why isn't everyone doing this? It's so much easier.

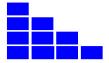


Thanks!

Learn more

- See Target articles
- Attend an AME Workshop
- Be a Host for a workshop!





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Thank You for Attending!

 Feel free to forward questions or recommended topics to

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