

## Session F3

### Lean Works in the Good Times and Bad Times

Douglas Anton, AEM Consulting Group, Inc.

This presentation features a case study of a traditional high volume precision metals products company, transitioning into the new reality of small quantities and short delivery times, while maintaining impeccable quality. Alger Manufacturing, Inc. over their 50 year history has grown and evolved to become a dominate U.S. precision machined products supplier. Their lean journey began in earnest in 2007 and accelerated in 2008 with company-wide focus on 5s, process improvement and setup time reduction.

In 2007, after a thorough assessment of progress made to date it was determined that a more structured improvement process was needed to drive efforts deeper and wider in the company. A long time outside resource, AEM Consulting Group was engaged and development on the Alger Improvement Process, AIP, began. Alger built a two-tiered approach that selected, supported and completed key improvement projects, directly targeting the reduction of defects, costs and lead time.

The results thus far are impressive and include:

- An immaculate and efficient facility
- 400% reduction in financial statement month end close time
- Double digit setup time reduction
- Significant improvement in profitability

This came about and continues through the tough economic times. Utilization of a standardized improvement method led to the achievement of these gains.

#### Learning Outcomes:

1. Gain practical knowledge of a standardized root cause problem solving process, along with some of the basic problem solving tools and techniques used,
2. Learn from another company's experience and successful results in implementing this process,
3. Assess needed facilitation and participation skills for successful team problem solving,
4. Leave with a sample procedure and form that can be modified for their unique situation.

**Focus Area:** Cost, Waste, Defect Reduction

**Audience:** Manufacturing

**Level:** Moderate

#### About Your Presenter

**Douglas W. Anton** helps companies improve competitiveness and profitability by applying and integrating proven strategies like ISO 9001 and related quality systems, MRP/ERP and Lean Enterprise. Doug obtained a bachelor's degree from Cal Poly, San Luis Obispo and did his Industrial Technology masters work at Utah State University. He earned a few gray hairs as a High School Industrial Technology teacher, where he prepare students for vocational, technical and professional careers before he moved on to the manufacturing sector.

Doug joined Black and Decker where he began over 20 years of experience leading performance improvements. His tenure there included ten years in diverse management roles in Quality, Production, Manufacturing and Facilities Engineering within two divisions. During that time, he had the opportunity to work with and be influenced by some early leaders in the lean manufacturing and quality realms, including Dorian Shainin.

In 1993 he founded AEM Consulting Group, Inc, where he has helped numerous companies of various sizes, from a wide range of industries address a variety of operational issues. He is the co-author of the *ISO 9001 Survival Guide* and the *ISO 9001 Survival Software Templates*.

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