



NORTH AMERICAN RESULTS

INNOVATION EXCELLENCE

Covidien Project: RENFREW

Team: *Mark McDonough, Kim McLaughlin, Josee Couture, Nicole Dufault, Krystyna DeVries, Charles Stevens, Robert Leith, Kevin Ziebarth*

A cross-divisional team of eight members (sales, R&D, Quality and calander operators) worked diligently with our cloth supplier to design a new vinyl coating that would provide the necessary water repellency while meeting our price requirement for a new medical customer, Covidien. After many challenges and numerous trials & modifications, we received our first order from Covidien in August 2011, with a forecast of more than 1000 cartons a month for a total of 3 million dollars annually.

The judging panel assessed the innovation excellence applications in terms of measurable operational effectiveness and customer satisfaction. Although the team went through many setbacks they were determined to get it right and in the end were able to develop an adhesive that would result in increased sales and customer satisfaction.

SERVICE EXCELLENCE

RLIP: RENFREW

Team: *Shane Lucas, Jeff Collins, Chris Bryson, Boyd Campbell, Mike Sammon, Diane Cybulski, Russ Barrington, Helen Pearce, Cynthia Craig, Lani Mulder*

A cross-divisional team of 10 members (planning, purchasing, customer service & production) took an aggressive stance to not only improve RLIP but to maintain a high level of performance throughout the busiest and most unpredictable period over the summer months.

The team assessed the contributing factors that impacted delivery performance and implemented changes to ensure success. Significant changes were made some of which included:

Rationalization process which resulted in a reduction of consumer SKU's by as much as 40% & a major downsizing of the Gaffers & Duct Tape production lines

Strategic inventory was invested during lower demand periods to meet immediate demands of large customers when they arose.

Aggressive cross function training was implemented for the slitter operators within the converting department and weekend shifts had contingency plans built in for scheduled & unscheduled absences

Purchasing remained very proactive in making sure that critical items were expedited as needed

Review RLIP dates by line item has become a ritual within the daily production

As a result, RLIP performance has been consistently high for Renfrew while maintaining better than budget variable labor costs (8.5% actual vs 8.7% budget).

The judging panel assessed the service excellence applications in terms providing demonstrable commitment to putting the customer first. The panel was impressed by the measurable and sustainable performance improvement that did not have a negative impact on inventory. In addition, the impact on customer satisfaction serves many customers.

CONTINUOUS IMPROVEMENT

Bug Contamination : WINDSOR

Team: *James Gaudino, Peter Kibler, Brian Thomas, Rich Kennan, Seb Houle, Lincoln Thomas, Peter Massiah*

The operations team in Windsor, consisting of seven members representing quality, manufacturing, warehouse, engineering & maintenance, tackled a 'bug invasion' problem by implementing a plan of action that significantly reduced the influx of bugs in the factory during the warm weather months. Because of the problems with bug contamination, coating lines had to be stopped on occasion during the night shift which caused loss of production time and impacted customer deliveries. Bugs in jumbo stock resulted in increased scrap levels. As well efficiencies in converting were affected whenever slitters had to be stopped to remove bugs. Even worse, Windsor was receiving complaints from customers about the bugs in their product.

The team first set out to identify the cause of the bug invasion by performing a root cause analysis. Upon analysis, the team set in motion a plan of action to limit the amount of bugs that entered the building. Besides the general maintenance of keeping doors closed, sealing off the building and checking bug zappers, the team initiated a monthly pesticide program to start at the beginning of the spring season. In addition, the white lighting around the coaters was replaced with yellow lighting.

By implementing these procedures customer complaints dropped from six the previous year to zero YTD. These initiatives also increased productivity on the coating and converting lines and had a significant reduction in product waste.

The judging panel assessed the continuous improvement applications in terms of the development and improvement of methods, processes and procedures across the business, measurable achievements in enhancing company profitability, maximizing customer satisfaction and reducing costs.

The judging panel was impressed by the initiatives to maximize customer satisfaction by reducing customer complaints from six to zero, and cost reduction efforts by reducing waste and increasing productivity as well as the transferability of the initiatives to other sites in Scapa.