

# Ultraframe UK Ltd.



**Our Shingo Experiences :**  
Mike Price  
Chief Executive



# Ultraframe UK Ltd.

- Design and manufacture of conservatory roofing systems
- Based in Clitheroe, Lancashire
- Employ 270 people
- Turnover £35m



# 2009 – Shingo Prize Challenge

- Next stage of Benchmarking  
(following Best Factory Award in 2007)
- By going through the process we have ensured that : -
  - The whole organisation is involved
  - We understand our Strengths
  - We understand our Opportunities
  - We take time out to recognise and celebrate our achievements
  - Everyone wants to continue pushing our vision forward by using the feedback to help inform and develop our plans
- Achievements recognised by award of Bronze Medallion
- By acting on the feedback we hope to progress to Silver Medallion level in the next two years



# Shingo Prize : Our Experiences

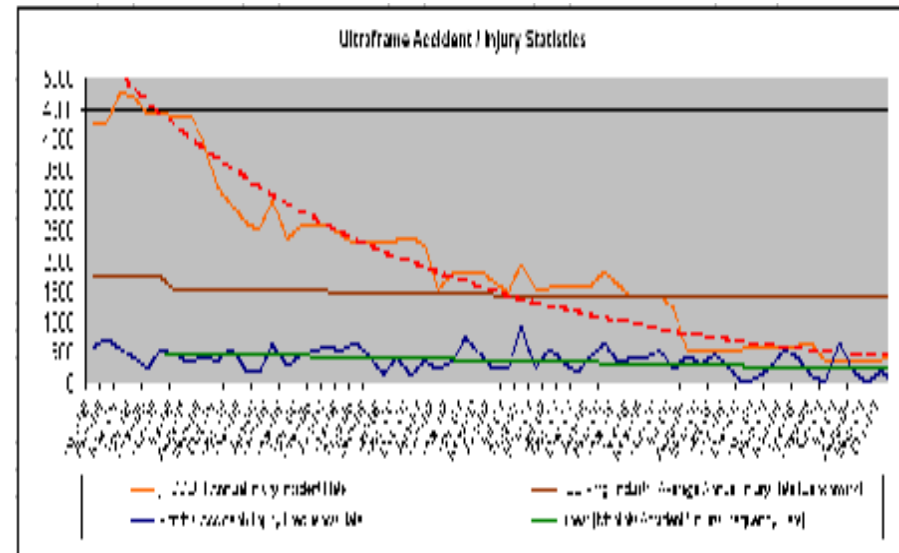
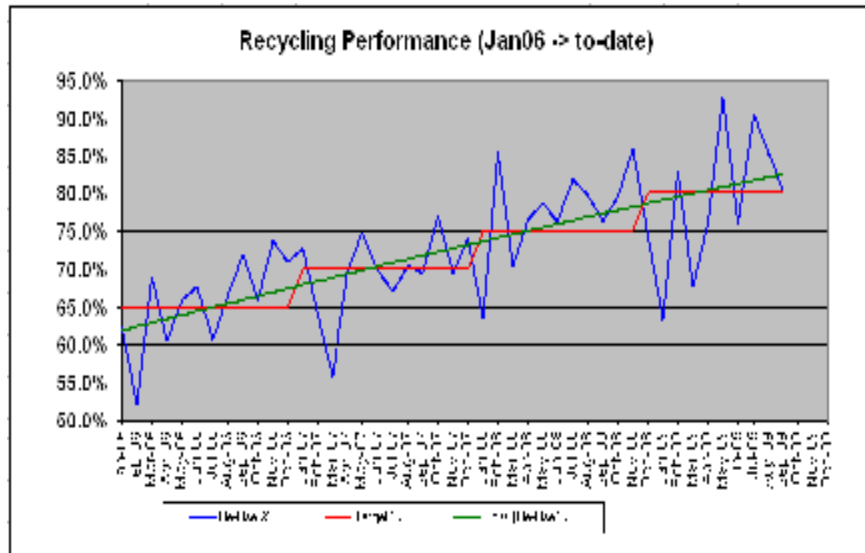
- Preparing the Achievement Report
  - Be prepared to invest a significant amount of time in producing the report
  - Read the model & business guidelines carefully and refer to them at each stage of the report creation
  - Identify the key people and involve them in the preparation process
  - Appoint an Editor
  - Don't "Overproduce" – limiting the report to 75 double sided sheets can be a challenge
  - We found that creating the report had two side effects :
    - 1) Motivational (how much we have achieved);
    - 2) Identified opportunities (areas where we didn't have as much evidence of lean implementation)

# Shingo Steering Committee

- Key people assigned responsibility for each section of the Achievement Report
- Weekly review sessions – to monitor progress

CONTENTS	LEAD PERSON CONTACT	OTHERS	SHEETS Total: 150	POINTS Total: 1000	TARGET DATE SUBMITTED BY
Profile Sheet	MP				Complete
1.1 Leadership & Ethics	MP		7.5	50	Complete
1.2 People Development					
1.2.1 Education, Training & Coaching	MD	NB/GF +	7.5	50	Complete
1.2.2 Empowerment & Involvement	MD	NB/GF +	7.5	50	Complete
1.2.3 Environmental & Safety Systems	SP	NB/GF	3.75	25	Complete
2.1 Continuous Improvement Philosophy	MP				In progress. Info needed (as highlighted) from Neil (see Delivery), Gerald & Nick. Please save contributions in "Items that may support submission"
2.2 Business Processes - Value Stream & Support Processes					
2.2.1 Customer Relations	SP	BW/SHAL/NB/GF/SIAN	7.5	50	In progress. Info needed (as highlighted by Steve P) from Steve H, Mark H, Iain/Darren S. Please save contributions in "Items that may support submission"

# Example : Safety & Environmental



- Key Performance Metrics – 3 to 5 years positive trend.
- KPI's need to include a target, a benchmark and/or be normalised.
- A systematic approach, good or best practice, fully deployed.
- Timeline milestones – Events, Initiatives etc.
- Map the milestones to the Lean Concepts – Tools, Systems & Principles.
- Write / tell the story of your journey, supported by pictures, charts, tables & diagrams.
- Include absolute figures, ratios or percentages etc. in order to size and put into perspective.
- Include your respective Environmental and Safety Policies.

# Shingo Prize : Our Experiences

- Preparing for the Site Visit Assessment
  - The site visit assessment will be intensive – ensure all the key people are available for the whole of the two days
  - Plan the schedule for the two days carefully – the time will pass quickly and you will want to ensure you show the examiners the evidence of your lean implementation
  - Allocate a private room for the examiners to use – there will be times when they will not want to be interrupted
  - Allocate “guides” for areas of the business and/or assigned to each examiner

# Preparing for the Site Visit (1)

## Shingo Examiner Visit 20th May 2009

### Day 1

- 8.00am **Lancaster: - T & C / Introductions / Basic housekeeping / Room Allocations etc** (MP / SP)  
(Who is present ? Suggest MP, SP, AC, GF, Sian, TS, JS, RM. Suggest the above plus other directors join for lunch)
- Presentation** (All) MP has drafted – trial run and fine tune Mon pm
- 8.55am **Tour H & S Briefing** (SP)  
Issue PPE (H.S.E – Hi vis, Safety Shoes, Ear Protection)
- 9.00am **Canteen through to Bragging Boards** (KPI boards, H&S, Environmental, BFA, JCC office, mention H & S office / location) Board owners to talk through. (last board KPI's old & New)  
**Make way up to loading via side yard if dry** (touch on Laminator?)
- 9.25am **Enterprise loading** (Evolvement of MHE / Management of finished packs)
- 9.35am **Mezz** (quick overview of the flow through the plant and Lean Classic, Use plans on mezz glass, Ref M.P. old office & value stream maps)
- 9.45am **Pre erect** (Springboard – move from 82% to 92% and validation project, Kanban on way out)
- 9.55am **Ridge Cell** (Discuss recent move to cellular and on screen / CNC. Still work to do on foot printing etc)
- 10.00am **Wendland** (Discuss common Eaves & Evolution)
- 10.05am **Uzone / Elevation** (Discuss the evolvement / integration of these cells, refer back to boards)
- 10.15am **Machine Centre** (Batch to flow)
- 10.25am **Box Gutter Cell** (Designers in Cell)
- 10.30am **Roof Vents**
- 10.35am **Ultralite** (Move from Accy / Change from make to stock to make to order)  
Touch on Home Improvements as we walk past

# Preparing for the Site Visit (2)

- 10.45am **Main Office** (Export, Design Services (batching / pull), Technical Support, Marketing, Product & Process Development, Innovations)
- 11.00am **Back to Garden Room** (Hand over to GF)  
**Basic Introduction as we travel to LW**
- 11.05am **LW2 Bragging Boards** (MHE / SSP / Job Shop / Bedford)
- 11.15am **Loading Bays**
- 11.20am **Box Pick** (WMS / Kitting – smoothing peaks & troughs / Kanban)
- 11.30am **Plastic Welding** (early quick win - was originally in EW in 2005, manufacturing bespoke to order & Kanban manufacture. Integration of Job Shop)
- 11.35am **Bulk Box Area** (Internal Kanbans / link to Bedford)
- 11.40am **Kasto Picking** (consignment flow, pick face changes, kasto crane)
- 11.45am **LW1** (Bar Pro, space util, old job shop & lab, old bulk box. Bedford)
- 11.50am **LW2 office** (Transport, fab first, material control)
- 11.55am **Make way back to Lancaster**
- 12.00pm **Lunch** (who is present? Suggest all those at introduction session plus directors)
- 1.00pm **Examiner Caucus** (Private in Edwards)
- 1.30pm **Buddy up with Examiners** (Mike P ?, Andy C, Steve P, Tony S, Jon S, Ralph M) NB : there will be 6 examiners + 1 TMI observer (Bill Tiplady)
- 5.00pm **Examiner Caucus to plan 2nd day**
- 5.30pm **Review 2nd day requirements & Plan out**

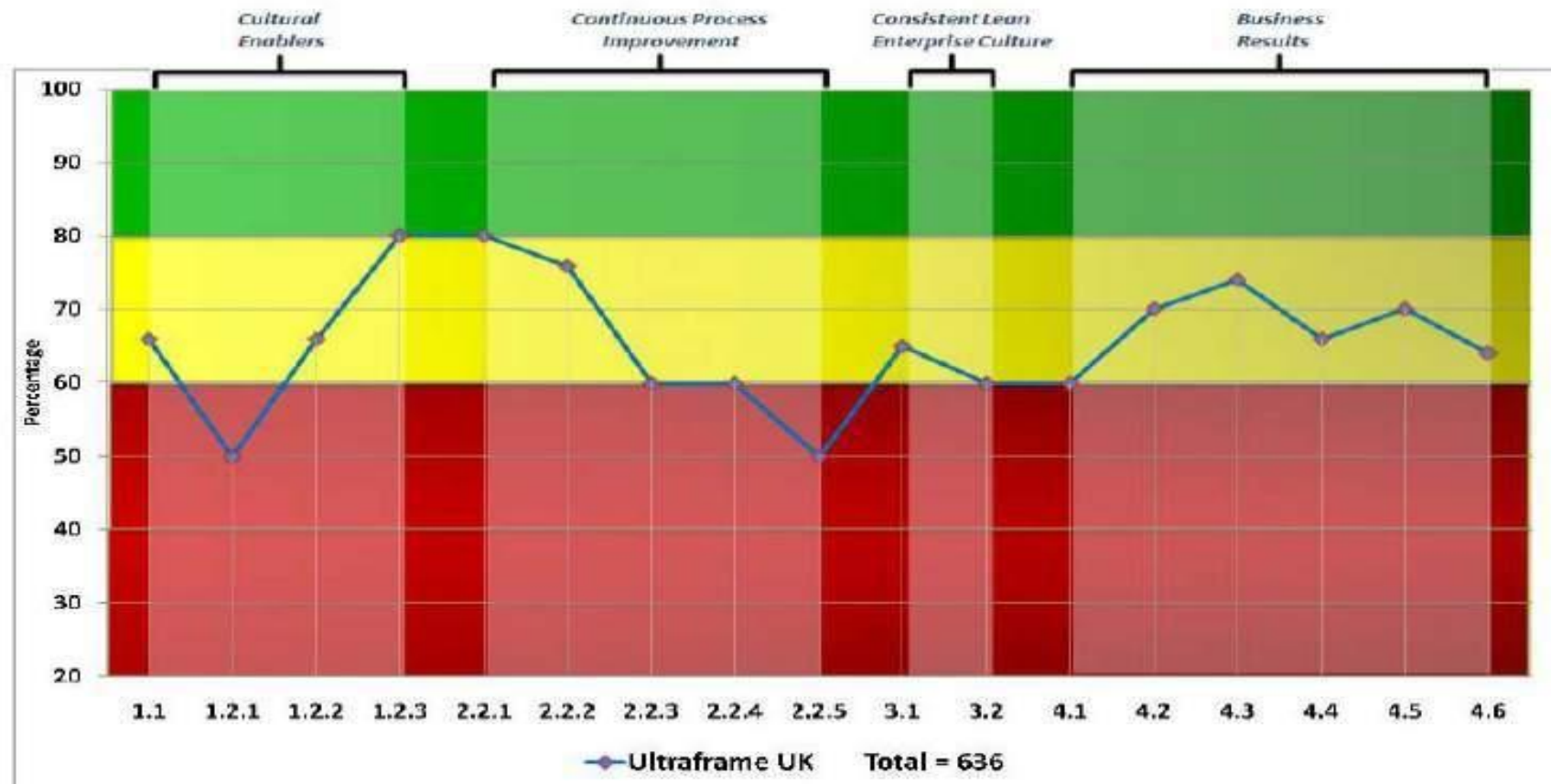
## Day 2

- 8.00am **As planned previous evening**  
Buddys as required  
Issue PPE (H.S.E – Hi vis, Safety Shoes, Ear Protection as required)
- 12.00am **Examiner Lunch (Private in Edwards)**
- 4.30pm ish **Feedback in Lancaster** (Who is present? Suggest all those in the introduction session, plus directors - optional)

# Shingo Prize Site Visit Feedback

## Summary of Findings

Applicant's Score: 636



# Shingo Feedback Report and Next Steps

- Shingo Feedback report – scores, strengths & opportunities for each section of the model
- Sub-set of Shingo Steering Committee held several sessions to review each section of the Feedback Report and identify action points

# Shingo Prize Site Visit Feedback

## 1.1 LEADERSHIP & ETHICS (pg. 24)

**Component Percentage Score: 66%**

Activities, practices, and systems that support Leadership at a Principles level could include, but are not limited to:

- The development and widespread communication of well-aligned vision, mission, and values statements consistent with lean principles that make sense relative to stakeholder requirements;
- Use of voice of the customer in forming organizational strategy and a system to ensure all business processes are aligned in the pursuit of that strategy (e.g., Policy Deployment);
- Exemplary involvement and personal commitment of all the organization's leaders in finding and eliminating waste (muda, mura, and muri), or anything that inhibits the flow of value;
- The use of a business assessment system that evaluates all aspects of performance, not just financials (e.g. Balanced Score Card);
- The use of an ethics policy and/or committee;
- The use of knowledge management systems and active information and idea sharing at all levels of the company and across the greater enterprise;
- Emphasis on direct observation (go and see) and data-based decisions and actions;
- An organizational philosophy that encourages and recognizes innovations, entrepreneurship, and improvements wherever they originate in the organization;
- Systems to develop and sustain ethical behavior in organizational governance, management, and fiscal accountability; and
- Proactive relationships with key stakeholders such as stockholders, employees, governments, communities, and educational institutions.

# Shingo Prize Site Visit Feedback

## Strengths:

Overall, we are very impressed with the leadership demonstrated and developed over the last four years. It is quite congruent with the necessary enablers for a lean transformation. The entire management team should be commended for what has been accomplished over the last few years.

- The Vision Program provides good direction with communication to the wider team as well as provides a sense of urgency or pace.
- Leaders are typically exemplary in identifying and eliminating waste within their part of the organization.
- Leadership has a basic understanding of lean, and they try to implement various tools.
- Customers' expectations are understood through 'Voice of the Customer' activities and more thorough customer contact.
- Incredible improvement has 'saved' the company through focused leadership.
- There is a realistic view of the business status within the market and economy.

# Shingo Prize Site Visit Feedback

## Opportunities:

We encourage you to challenge yourselves and your people to be more aggressive in the eradication of waste (TIM WOOD) in every facet (broad) of the business and by everyone in the organization (deep).

- Leadership of lean across the broader supply chain (order of materials to receipt of payment) opens up many opportunities for continuous improvement.
- Consider deploying deeper understanding of lean knowledge to everyone within the organization and then coach them to develop skills.
- Core lean principles need to be embedded within the Ultraframe 'way of work.' For example, clearly define the lean principles that are aligned with your core values. We also encourage greater emphasis on shorter lead times and flow.
- Supplier partnership can be enhanced through engaging the customer in the improvement process.
- Leverage your own experiences and take advantage of good ideas through effective sharing and knowledge transfer.

# Examples of Activities following feedback

- Re-think the value streams
  - Product / Customer / Process ... ? Reviewed and agreed
  - Next level of Value Stream Managers ... development plans in place
  - Value Stream Mapping : refresher (MP ran VSM workshop on 12<sup>th</sup> Nov 09), now rolled out to local areas
- Approach has been “top down” – we now need to build from “bottom up”
  - “Lean Champions” nominated from NVQ in BIT training started in Dec 09 and now completed (30 new change agents)
  - Lean Office training (9 people trained) started in Sep 09. All office staff now received lean awareness training. Identifying key improvement projects
  - TIM WOOD examples detailed and documented on Ideas Form
- Suppliers
  - How do we encourage them to embrace lean ?
  - Supplier Conference held on 24<sup>th</sup> Nov 09, resulting in specific action plans with key suppliers
- Service Excellence – integrate with Lean
  - Service Outcome (competence)
  - Service Experience (character)
  - “Top Down” Launch – 15/16 Dec 09 to 30 key people
  - Customer visits : 30 x 3. Feedback being fed back into the strategic planning process.
  - Internal service excellence audit – 21 participants. Results under review

Thank you !

[mike.price@ultraframe.co.uk](mailto:mike.price@ultraframe.co.uk)