

A. G. RAYMOND & COMPANY
Incorporated

Management and Technical
Solutions for the Wood Products Industry



Lessons Learned Going Lean

2003 AWFS Fair
Anaheim, CA
1 August 2003

Today's Objectives

- Why Go Lean?
- Going Lean – A Case Study
- Lessons Learned

Why Go Lean?

▶ To Eliminate Waste

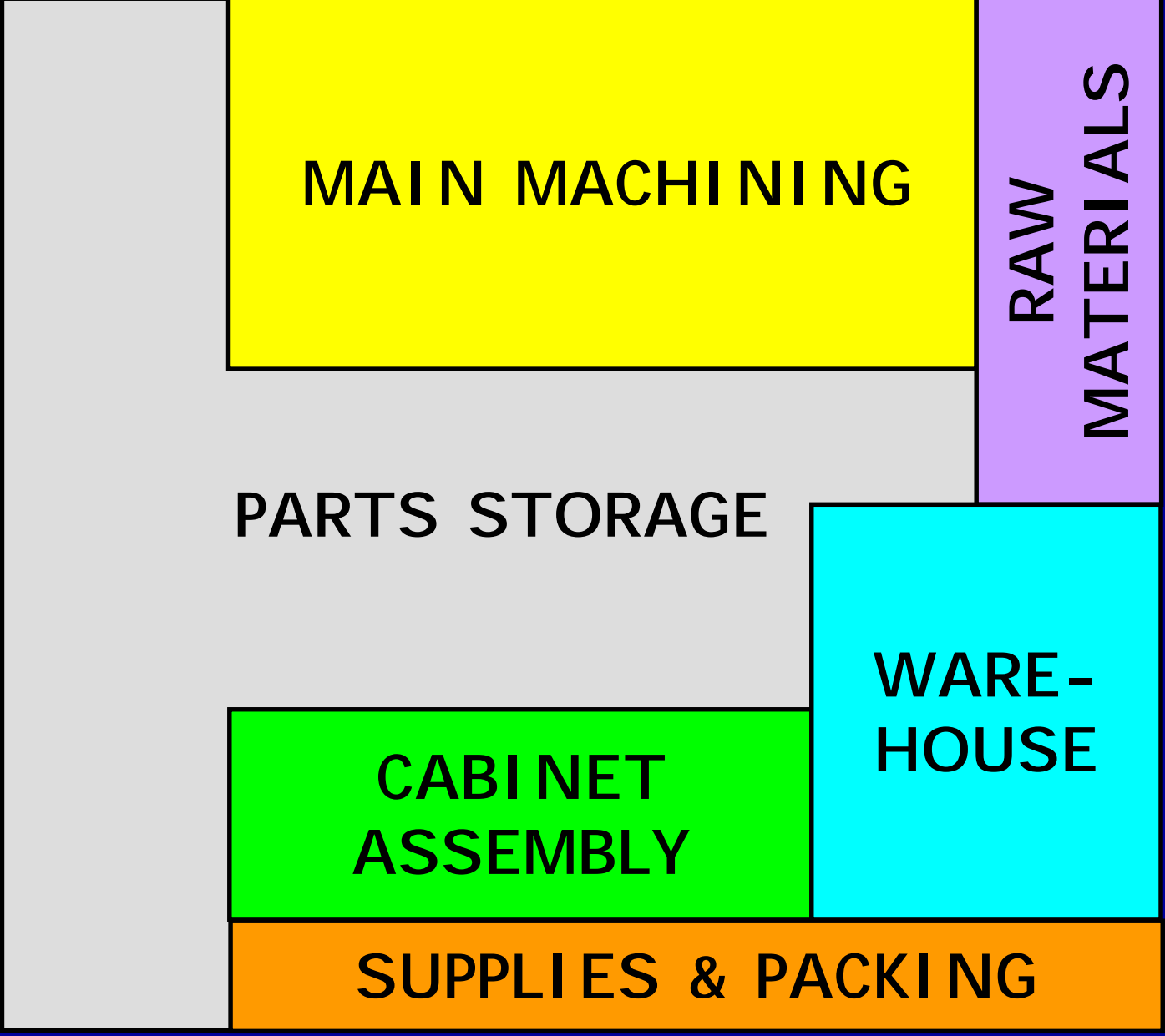
- Overproduction
- Transportation
- Motion
- Inventory
- Waiting
- Space
- Defects

Principles of Lean

- Produce Only To Meet Customer Demand.
- Appoint Every Work A Quality Inspector.
- Think Every Operation As Part of A Chain.



A Case Study

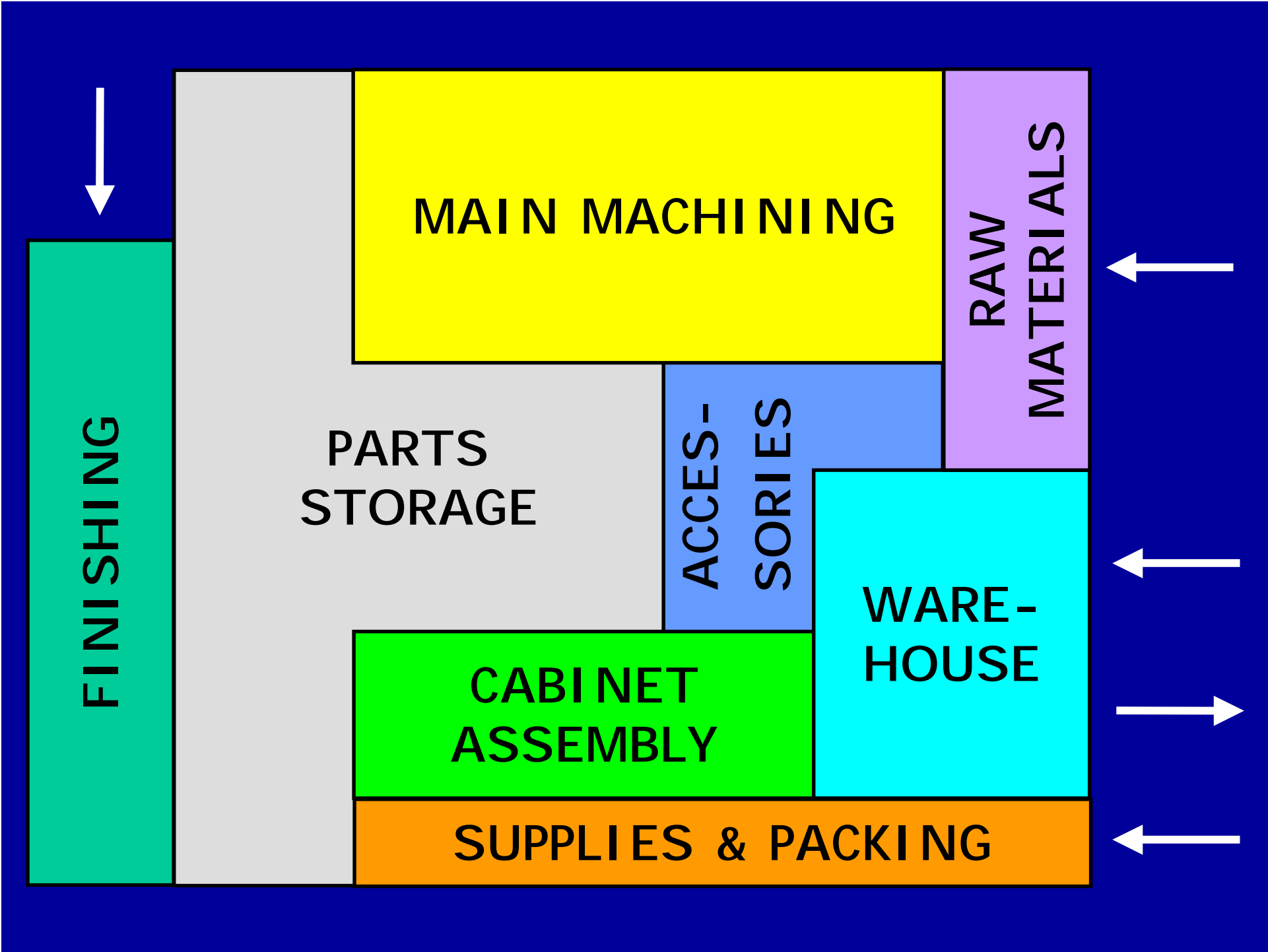


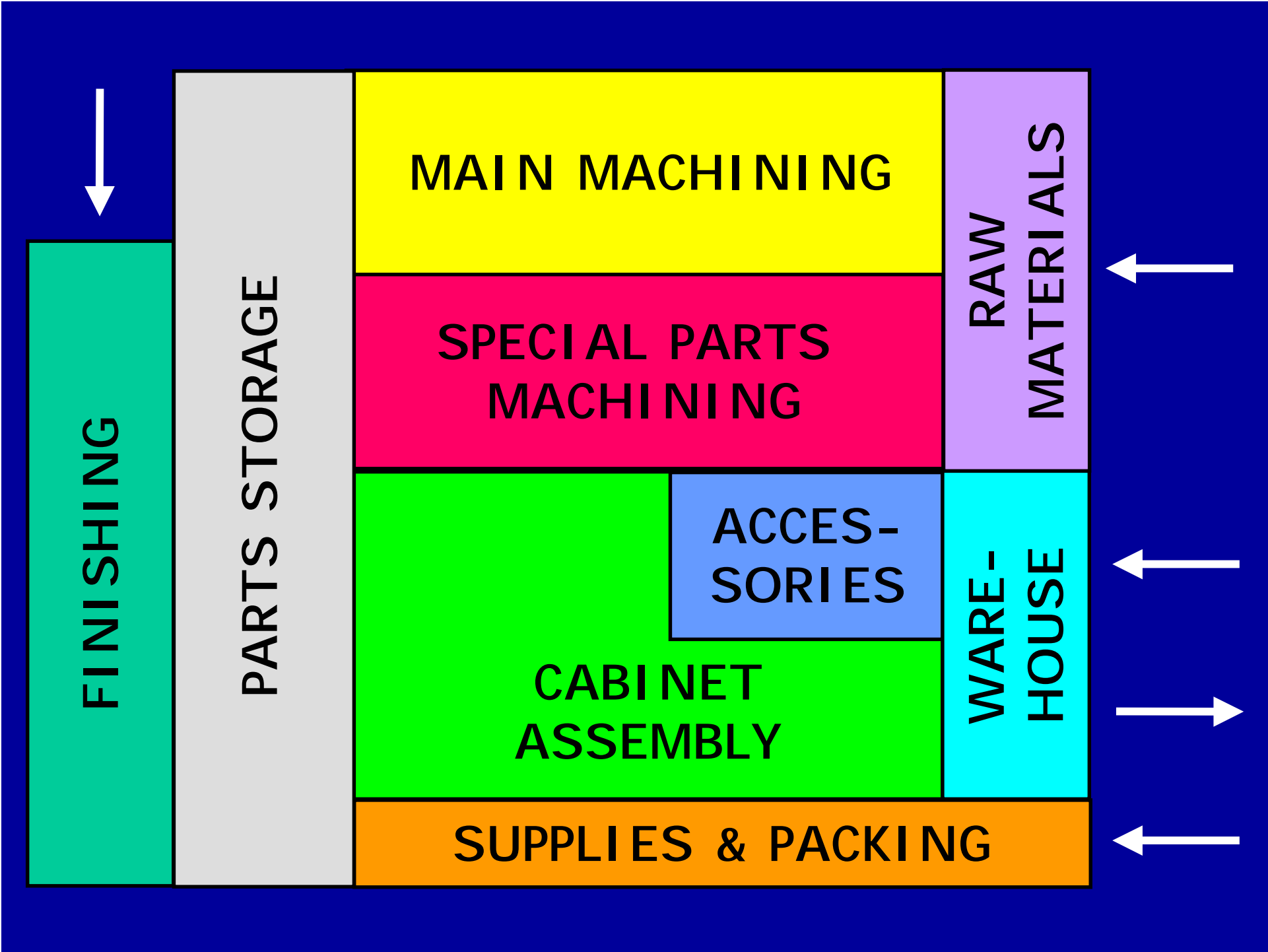


**High-Volume
Panel Saw**



**High-Volume
Edge Banders**







**Information
Interface**

**Single Beam
Panel Saw**

**Return
Conveyor**

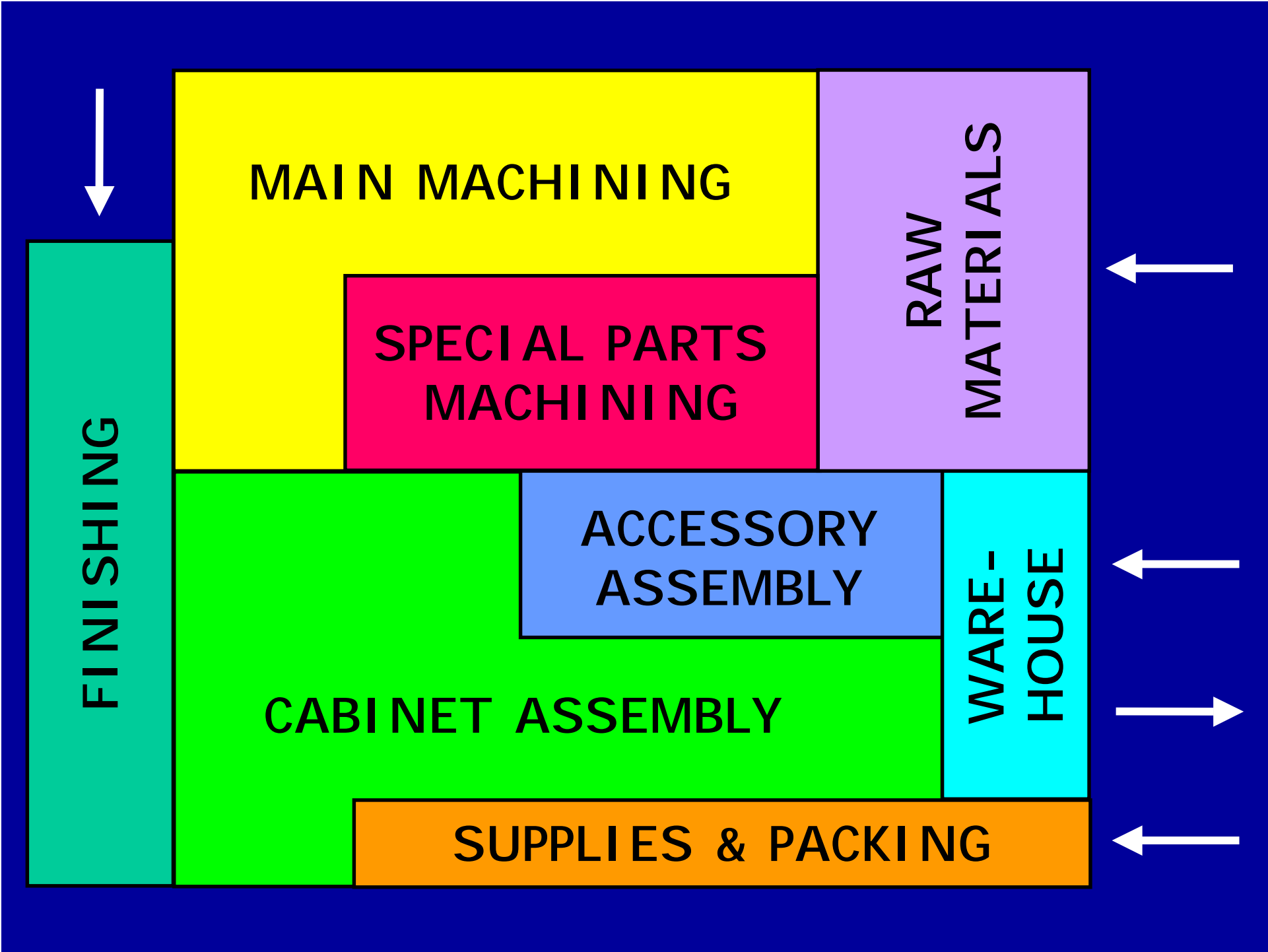
**Single Sided
Edge Bander**



**CNC
Drill**



**Information
Interface**



Benefits from Going Lean

- ☑ Expanded Product Offering
- ☑ Faster Delivery.
- ☑ Higher Productivity
 - > \$220,000+ per man
 - > \$250+ per square foot

Lessons Learned

- ☑ Define WHO, WHAT, and HOW.
- ☑ Involve your PEOPLE.
- ☑ Focus on your PRODUCT.
- ☑ Learn to make LOT SIZES OF ONE.
- ☑ Invest in INFORMATION.

Lessons Learned

- ☑ Use SUPPLIERS for key processes.
- ☑ Recognize your LIMITS.
- ☑ Continue your QUEST every day.
- ☑ Have the courage to CHANGE.

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