



Taking improvement to the customer

Brian Wellinghoff

Director of Strategy and Improvement

Colby Bishop

CI Project Leader

Barry-Wehmiller



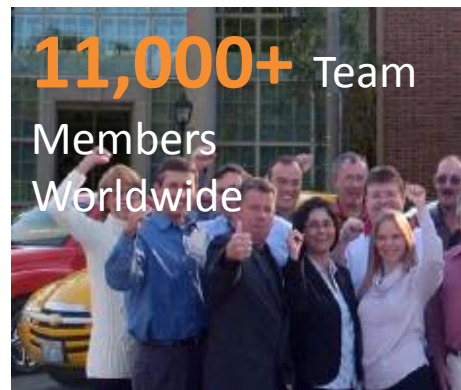
“We measure **SUCCESS** by the way
we touch the lives of **people**.”

BARRY-WEHMILLER

Packaging,
Paper Converting,
Corrugating,
Sheeting,
Engineering
& IT Consulting

3.1
Billion
Global Firm

Unique Blend of
105
Acquired
Companies



200+
Locations
Worldwide

Compound Growth
Since **1987**
18% Revenue
16% Share Price

BW Overview Video



The Number One Determinant of Happiness...

A GOOD JOB

Meaningful work among
people we care about.

- Gallup poll of 155 countries

HOW YOU THINK IS HOW YOU LEAD...

Defining **IMPROVEMENT**

Bring the **CUSTOMER** to you

GO to the **CUSTOMER**



IMPROVEMENT



Continuous
Improvement
eliminates
roadblocks
and baggage.



Waste Elimination vs. Frustration Elimination

Don Basten Video



Actual Workplace (Gemba)

Go

Observe

Listen

Engage



Go

Go to where the work is
done



Observe

Signs

Schedules

Lights/Signals

Barriers to Flow

Metrics/Charts/Graphs



Listen

Receive the facts and feelings of another
Communicate your understanding



Engage

Ask questions

Discuss frustrations and
barriers to flow

Share additional
perspective and
information



BRING THE CUSTOMER TO YOU



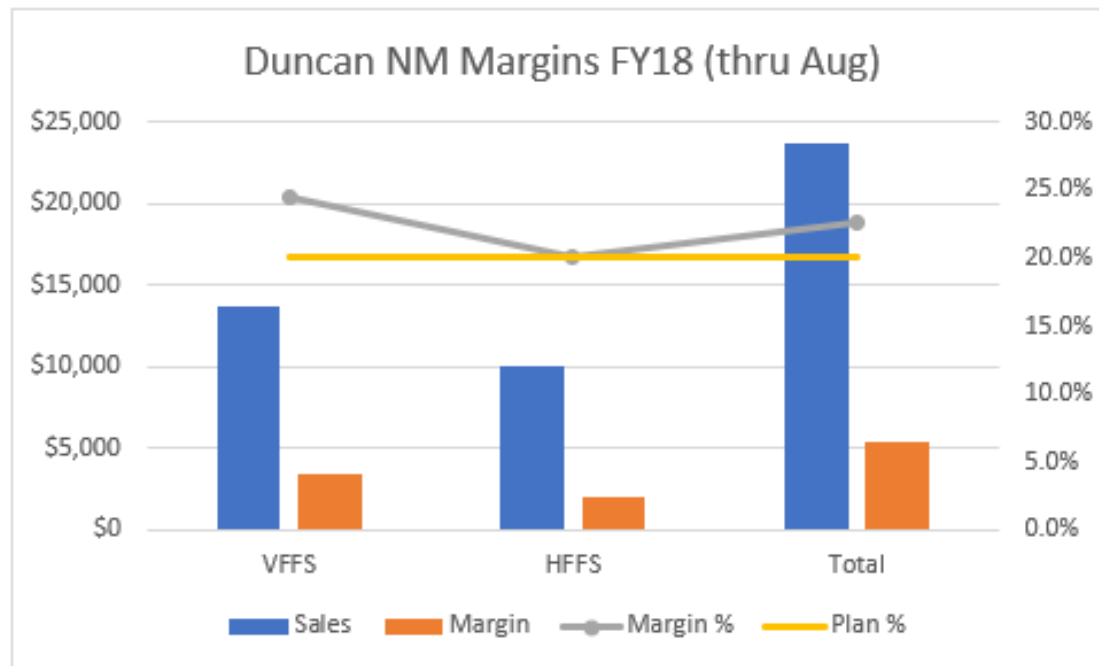
Mission Control Room

“A Leadership Venue for problem solving and decision making to serve the customer’s needs”

HORIZONTAL VALUE STREAM



Results of our Efforts

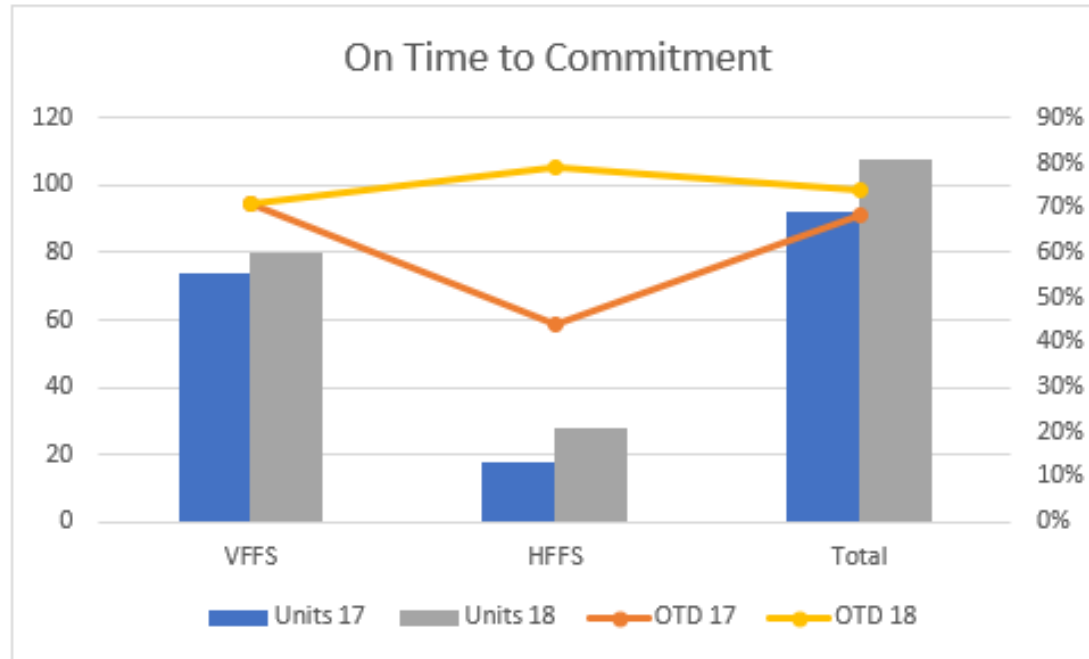


Margin Performance:

Margin Growth over FY17 due to:

- Leveraging TM deployment to minimize OT
- A3 activity to eliminate recurring waste
- Focus on discipline to our schedule

Results of our Efforts



Delivery Performance:

5% delivery improvement on 17% more units over FY18

- MCR - Discipline to schedule
- Dev'd tool for daily labor tracking
- Sense of Urgency and Accountability

Next Focus: Cost to Complete reduction



Best Practices

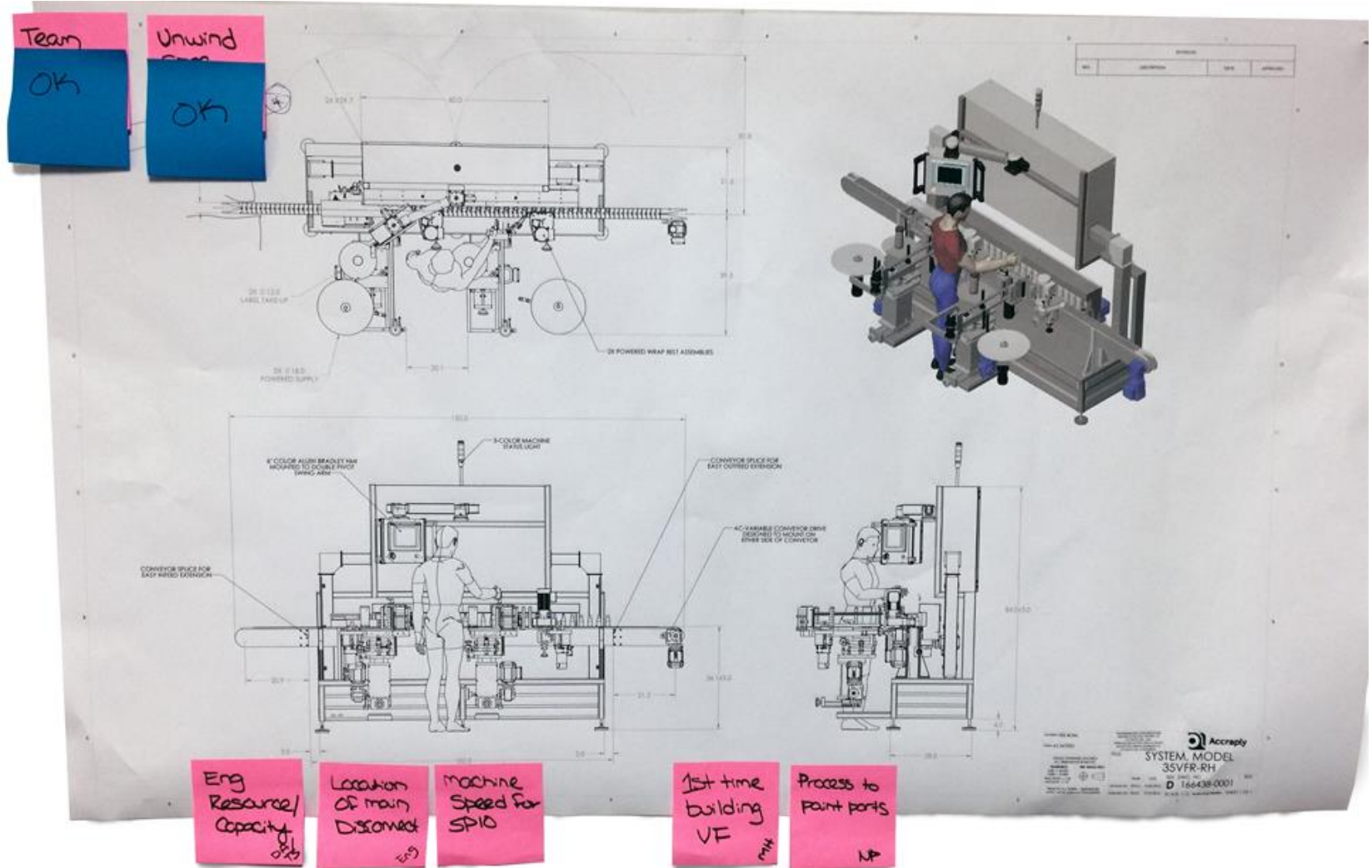
- Come Prepared
- Strong Quarterback
- Real Information
- Assigned Tasks
- Urgency



Risk Burndown

- Cross-functional Team
- Large Machine or Process Print
- Identify risks
- Burndown with Countermeasures

Risk Burn-Down





Best Practices

- No Blaming
- Involve the Customer
- Follow-up regularly
- Make root cause improvements



Grow More Program

“Grow More” Program

Partnership in Continuous Improvement

Through the new “Grow More” Program, PCMC brings Lean Tools, Process Knowledge, and Leadership to work in partnership with our customers to move forward on the continuous improvement journey.

Building relationships that seek *collaboration* for mutual success



During the week of Oct 30th, PCMC facilitated a set-up reduction event on a Fusion press at Bemis Centerville, IA facility. The team, made up of PCMC and Bemis team members, generated 150 ideas on how to improve the changeover of the Fusion press. Attending PCMC team members were Tanya Sharp, Mark Hansford and Craig Compton.

Results: The team developed a future state changeover process that will allow the operators to achieve a 50% reduction in changeover times and 50% reduction in waste. During the event, the team also uncovered a number of “gaps” in upstream processes outside the control of the operators but are having an adverse impact on changeovers. Addressing these issues will also have a favorable impact on changeovers.

“The partnership with PCMC for our Kaizen event shifted our focus back to True North. The cross-functional team, featuring representatives from our facility and PCMC, stripped away the roadblocks that were clouding our vision (over processing, elaborate systems, etc.) and left us with a clear view of our path to improvement. We will strive to achieve our ideal state with unswerving commitment to supporting the printing value stream. The activities were educational and engaging; expanding each member’s perspective of their role in the value stream as well as educating them on the roles of others. This increased awareness strengthened the bond between team members and fueled our passion to improve as one. I look forward to not only seeing the results of the efforts of this team, but also witnessing the horizontal expansion as members inspire the rest of the organization.”

Kevin Cozart, Printing Department

Manager



“Grow More” Program

Partnership in Continuous Improvement

Through the new “Grow More” Program, PCMC brings Lean Tools, Process Knowledge, and Leadership to work in partnership with our customers to move forward on the continuous improvement journey.

Building relationships that seek **collaboration** for mutual success



During the week of Oct 16th, PCMC facilitated a set-up reduction event on a Fusion press at Hood Packaging at their Arden Hills, MN facility. The team, made up of PCMC and Hood team members, generated almost 150 ideas on how to improve the change-over of the Fusion press. Attending PCMC team members were Kirk Leaser, Tony Sandor and Craig Compton.

Results: The team developed a future state changeover process that will allow the operators to achieve a 50% reduction in changeover times and >50% reduction in waste. The first week after the event has already shown significant progress in both areas.

“We can not become what we want to be by remaining the same. This program has brought to light how great we can become through commitment by all levels of our Company and how fast and powerful we can make a difference working together. This program has shown us how many ideas people have; all you need to do is ask.”

Mike Ramirez, Plant Manager, Hood Packaging – Arden Hills, MN





Everyone wants to do better. **Trust them.**

Leaders are everywhere. **Find them.**

People achieve good things, big and small, every day. **Celebrate them.**

Some people wish things were different. **Listen to them.**

Everybody matters. **Show them.**

Want to stay connected?

Visit our website at ***www.BWLeadershipInstitute.com*** and follow
the blog at ***www.TrulyHumanLeadership.com***



BW Leadership Institute



@BWLeadershipInstitute



@BWLeadInstitute



BW Leadership Institute



“Everybody Matters” documentary on Amazon



**BW Leadership
Institute**

Unlock the **Only** Business Idea with Truly **Unlimited** Potential



Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: TS/02

Taking Improvement to the Customer

Brian Wellinghoff and Colby Bishop

Barry-Wehmiller

Brian.Wellinghoff@barry-wehmiller.com