4 Keys to Improving Productivity

Western Pallet Association 2018 Conference
January 14, 2018

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Produce Business (OE perspective)

- Seed or Seedlings Provider
- Grower
- Harvester
- Shipper

Supply Chain Management

Maintenance

Pallet Industry
We hire great Industrial Engineering talent, then inspire and coach them to:

“Optimize Food Chain Efficiency”
Deliver High Value Engineering Support

- Drive/Facilitate projects that improve operational efficiency, effectiveness, and flexibility.

Operational Engineering:
- Process Improvement & Design
- Build Lean to Continuous Process Improvement culture
- Data analysis & interpretation
- Forecasting
- Simulation, and Optimization Modeling & Analysis

Training:
- Unlock Operational Efficiency
- Improve Employee Engagement
<table>
<thead>
<tr>
<th>30 Years Ago</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) See the Process</td>
<td>1) See the Process</td>
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<tr>
<td>2) Get to the Root Cause</td>
<td>2) Get to the Root Cause</td>
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<tr>
<td>3) Treat people with Respect</td>
<td>3) Develop Intrinsic Motivation Culture</td>
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<td>4) KISS (Keep it Simple, Stupid)</td>
<td>4) Use Lean to Focus on Zero Waste</td>
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Evolution of Industrial Engineering

- Fredrick Taylor & Scientific Management
- Toyota Production System (TPS)
- Lean
- Frank & Lillian Gilbreth & IE
- Six Sigma
- Continuous Process Improvement

Timeline:
- 1900
- 1913
- 1926
- 1939
- 1952
- 1965
- 1978
- 1991
- 2004
4 Keys to Improving Productivity
1) Be Process Driven

Go see the process
Single Track Congestion Relieved
2) Get to Root Cause

- Understand & Frame Challenge
- Early Root Cause Analysis
- Data Collection & Analysis
- Follow-on Root Cause Analysis
- Identify & Prioritize Solutions
- Identify & Implement “Just Do It Solutions”
- Experiment & Select Solutions to Sustain

Where Most Teams Start

Where Effective Teams Start
Stop Throwing Cereal on the Ground!
Track Renewal Congestion Reversed

West (outer) Main

< Crossover East (inner) Main Crossover >
3) Develop Intrinsic Motivation Culture

- Blame & Shame Culture
- Yell & Scream Culture
- CPI Culture
- Process Driven Culture
Supervisors Proactive++ Problem Solvers

THE CONTINUOUS IMPROVEMENT CYCLE

IDENTIFY
Opportunities in the process workflow.

REVIEW
How changes working for the team?

PLAN
How can the current process be improved?

EXECUTE
Implement changes.
4) Use LEAN to Focus on Zero Waste
5S Improves Productivity, Reduces Loss

Before

After
Visual Management Improves Decision Making
Data Collection & Analysis Reduces Costs

![Image of a tractor in a field]

**Equipment Maintenance Log**

<table>
<thead>
<tr>
<th>Name of Equipment</th>
<th>Manufacturer’s contact details</th>
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</thead>
<tbody>
<tr>
<td>Label:</td>
<td>Date of purchase: 02/24/2016</td>
</tr>
<tr>
<td>Serial number:</td>
<td>02/23/2016</td>
</tr>
<tr>
<td>Manufacturer:</td>
<td>Data part into service: 02/23/2016</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintenance Description</th>
<th>Maintenance performed by</th>
<th>Date of maintenance performed</th>
<th>Validation performed by</th>
<th>Next maintenance planned end date</th>
<th>Comments</th>
</tr>
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<tbody>
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4 Keys to Improving Productivity

1) Be Process Driven
2) Get to Root Cause
3) Develop Intrinsic Motivation Culture
4) Use Lean to Focus on Zero Waste

Start with Lean
Work towards CPI
Unlocking Operational Efficiency Seminars

Lean Thinking Basics - Learn to get to Root Cause of a problem, better organize your workspace, see the process, and get rid of waste in operations.

Improve Employee Engagement – Learn to praise effectively, coach direct reports on decision-making, and deal with conflict in effective manner.

Arroyo Grande
– Lean Thinking Basics
  • 4-6pm Thursdays March 1, 8, 15, and 22
– Improve Employee Engagement
  • 2-4pm Thursdays March 1, 8, and 15

Santa Cruz
– Lean Thinking Basics
  • 4-6pm Tuesdays February 27, March 6, 13, and 20
– Improve Employee Engagement
  • 2-4pm Tuesdays February 27, March 6, and 13