



INTERNATIONAL PRESTRESSED
HOLLOWCORE ASSOCIATION

Change of Focus



Hilde Fløgstad, Contiga AS

Hilde Fløgstad - MSc in Supply Chain Management



- BSc in Logistics and Transportation Technology



- Production Director, Building industry



- Plant Manager, Food industry (FMCG)



- Plant & SC Manager, Appliances



Scandinavian Appliances as

- Sourcing Manager, Home & Personal Care (FMCG)



- Management Trainee, Transport (Rail)



- Business Development, Supply Chain solutions



Hilde Fløgstad – Core competence & skills

Core competence

- Supply Chain Mgt
- Manufacturing
- Procurement
- Planning
- Warehousing
- Transportation
- Lean
- Crisis Management, HSE
- ERP

Key skills

- Structure
- Creativity
- Management
- Involvement
- Teambuilding
- Sense of urgency
- Always on the lookout for improvement

Key figures 2014 – Contiga Group

- Turn over:
- EBITDA:
- Pre-tax profit
- Total no. of employees :



Contiga Locations



Contiga AS

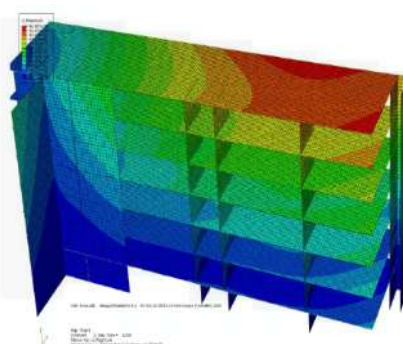
Project management

Project
development and
sales

Engineering

Manufacturing

Installation



Contiga AS – 5 manufacturing sites



From food to concrete – first impressions



Mess and dirt
all over the
shop floor..

Pride – we are building the country 😊



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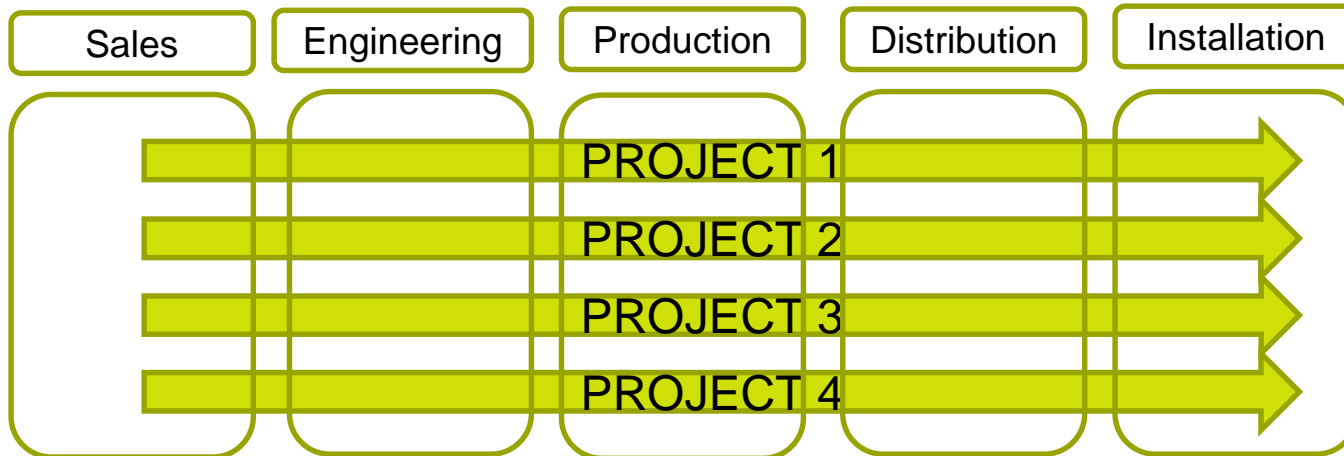
Rough Communications



Focus on delivering - despite all the troubles that crop up during the day

- Searching
- Moving
- Rescheduling
- Lack of components
- Drawings arriving too late
- Prioritising the wrong elements
- Building stock
- Each «man» for himself
- Frustrations
- Conflicts
- Rework
- Overtime
- Waiting
- High costs
- Low margins

Project focused



First impressions- Lack of structure

- Annual Business Plan
 - non existing
- A lot of talk – less action
- Few regular meetings
 - Actions drown in long referendums
- Business targets not fully aligned
- Chaotic file structure
- Needs for investments and heavy maintenance surprisingly appearing to the surface unbudgeted for
- Factories decentralised
 - Reinventing the wheel

First impressions – organisational

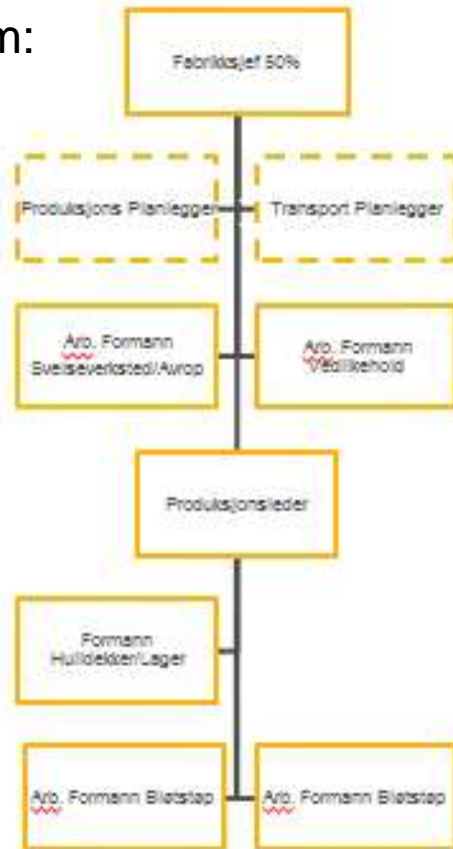
- Low turnover - high average age of employment
- Few people with IT competence
- Internally recruited management
 - Lacking management and administrative skills
- The organisation had a tendency to ignore top management decisions and get away with it
- Managers were busy inventing the wheel in HR, HSE rather than focusing on continuous improvement.
 - Few support functions were in place
- Many layers in the organisation within the factories

Change of Focus

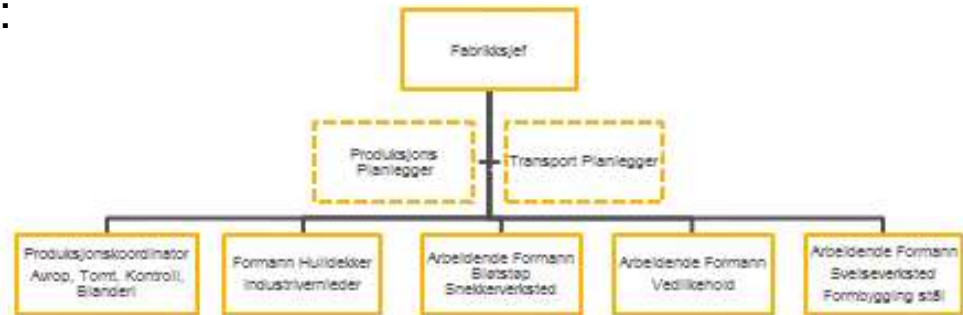
- Change management
 - Organise for change
- Structure
 - Enable less talk more action – the sense of urgency
 - Align your strategy, plans and operations
 - Measure your effort
 - Regular meetings with action logs
- Shift your focus towards your processes
 - Across the Supply Chain, especially the interfaces
- Implement Lean to reduce waste
- Invest in the new technology and equipment with high ROI

Organisation – shorten the distance between top management and the shop floor

From:

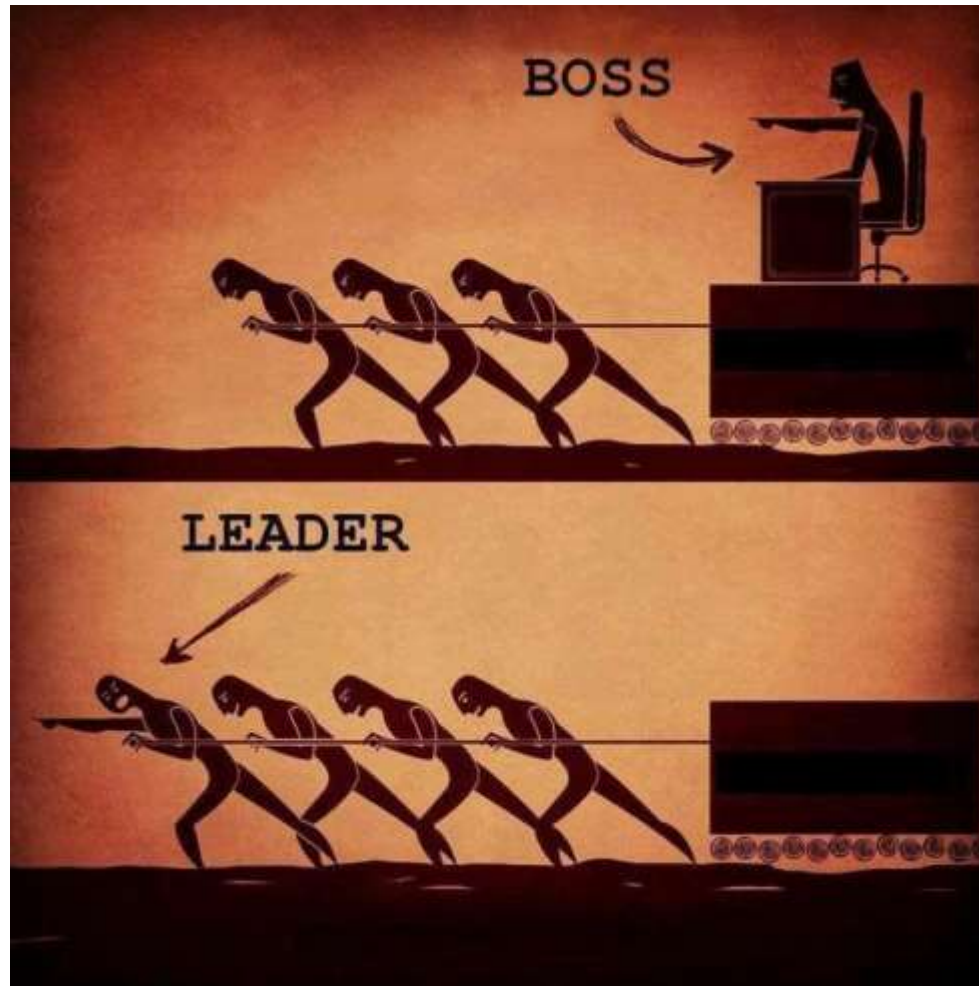


To:



- **Benefits:**
 - more responsive organisation
 - Easier to make changes happen
 - Easier to make the right decisions
- **Necessary when supervisors have poor leadership qualities**

You need a leader rather than a boss to accomplish a successful change of culture!



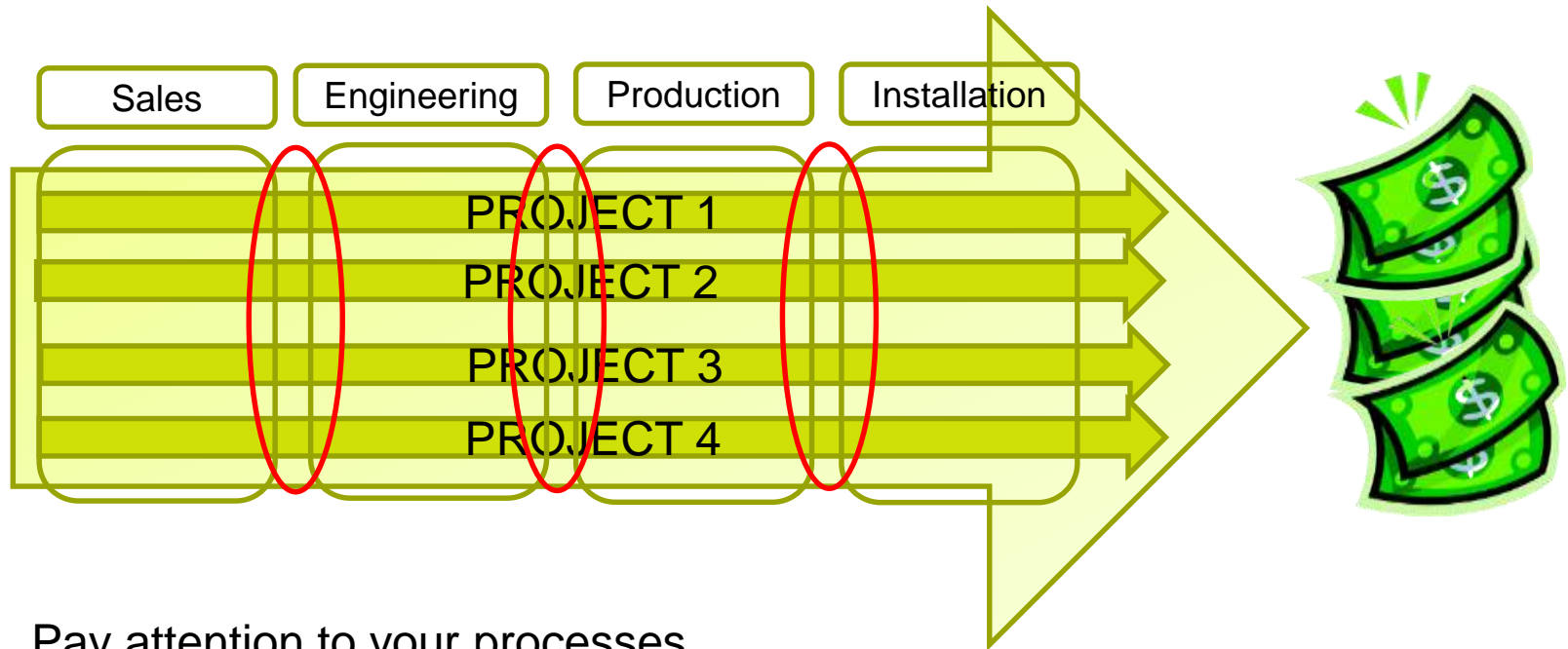
Structure – less talk, more action

Increase the sense of urgency!

- Annual Business Plan
 - Securing aligned targets and coherent actions
- Management Team Production established
 - Best practice – united effort – monthly meetings
 - Action log
- Management Team established for each factory
 - Action log – weekly meetings
- Maintenance plan – focus on preventive maintenance
- Investment budget – Involvement
 - No surprises, easier to prioritise the investments
- MIA, monthly report KPI's Quality and HSE with trend analysis

Change of focus

– optimise across the Supply Chain



Pay attention to your processes
Precise deliveries
Doing it right the first time

Adapt new technology; Communication,
ERP system, Scanning

Potential for improvement – CLean (Contiga Lean)

Essentially, lean is centered on *making obvious what adds value by reducing everything else.*

- The core idea is to maximise **customer value** while minimising waste. Simply, lean means creating more value for customers with fewer resources.
- A lean organisation understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

5S before and after



Sort – Stabilise – Shine – Standardise - Sustain

5S Display boards

5S TAVLE – TEAM J.A.L.D.

TEAM J.A.L.D.

Jan
Arnfinn – Leder
Lars – sekretær
Dariusz



MÅLSETNING

Teamets fjger skal ha oppnådd minst 90 poeng før 1.8.2014

VISION

- Team JALD skal være ledende i forbedringsarbeidet i Contiga AS.
- Team JALD skal være best på 5S/Lean i hele Contiga AS.

Morgenmøte hver morgen
07.00 - 07.05

Teammøte annenhver uke
07.00 – 07.15

SORTERE

Kriterier for sortering/systematisering

Proble	Plutsen er bøk	Løpse
Løpse	Spørsmål i bruk (1 - 2 ganger i året)	På lager
Middelen	Etter gang i bruk (1 - 2 ganger i året)	På lager
Høy	Ofte i bruk	På lager
Ofte i bruk	På lager	På lager

5S Rød tag-liste

Red tag	Red tag	Red tag



SYSTEMATISERE

Systematisering	Systematisering	Systematisering

FØR OG ETTER BILDER

SKINNE

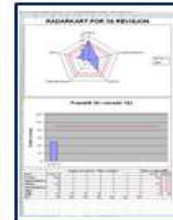
OPERATØRVEDLIKEHOLD ÅR 20...

Operatør	Jan	Feb	Mar	Apr	Mai	Juni	Juli	Aug	Sep	Ok	Nov	Des

STANDARDISERE

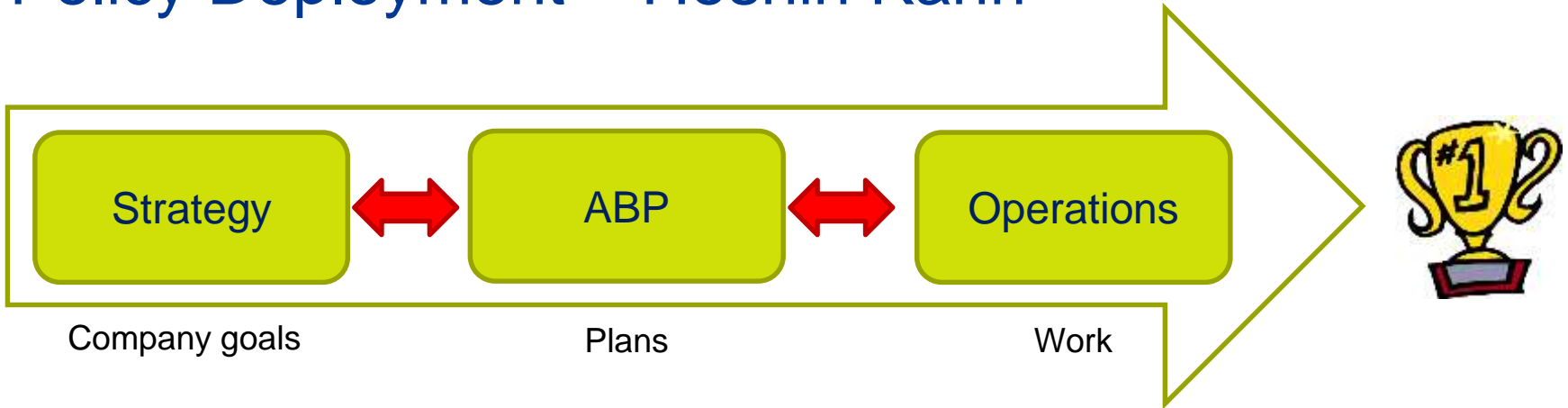


SIKRE



Revisjonskriterier	Revisjonskriterier

Policy Deployment – Hoshin Kanri



- Align company goals, (Strategy) with the plans of middle management (Tactics) and work performed by employees (Operations) to ensure that everyone is pulling in the same direction at the same time!

And measure!

The important insight here is that simply setting specific, measurable, challenging goals and then measuring progress is highly motivating!

Policy Deployment – Display board



TEAMTAVLE – TEAM J.A.L.D.

Forbedringstakt:



N NÆRVÆR	K KVALITET	M MILJØ	P PRODUKTIVITET	+ SIKKERHET	L LEVERANSE
<p>Mål 95% nærvær</p>	<p>Mål Rett første gang Antall kvalitetsavvik/enhet reduseres med 3%</p>	<p>Mål Øke sorteringsgraden med 2% CO₂ utslipp/m² reduseres med 3% Vrak/m² reduseres med 3%</p>	<p>Mål M²/uke el. Tonn/uke M² el. Tonn/arbeidet time Omstillingstid</p>	<p>Mål H-verdi F-verdi Dager siden siste skade Antall registrerte nestenykker</p>	<p>Mål Levert i tide med riktig kvalitet</p>
<p>Trend</p>	<p>Trend</p>	<p>Trend</p>	<p>Trend</p>	<p>Trend</p>	<p>Trend</p>

“You get what you measure”

Preventive maintenance - Empowerment

Navn: _____	Nettsted: _____	Prosjekt: _____	Oppgave: _____
Organisasjon: _____	Samfunnskontakt: _____	Ansvarlig: _____	Godkjent: _____

OPERATØRVEDLIKEHOLD ÅR 2015

DAGLIGE KONTROLLPUNKTER - SJØKK SVEDSDRÅBLER OG KONTAKTPUNKTER - FORSTA GASSRENGJØRING OG KONTROLLERE GASSLEKASJE HJELLOM REGULATOR OG MATEDAMP - MONITORER LIG VEDLIEHOLD AV SLANGEFØRSE	VESENTLIGE VEDLIEHOLD FØR DAG - TØRR, SMUSS OG STØV AV STRØMMELEDE OG MATEDAMP.	VESENTLIGE VEDLIEHOLD (KALIBRERT/STILLING, HØR, MÅLING) - KALIBRERT STRØMMELEDE OG HØRINGSVEKSTREKKE OG STRØMMELEDE.	ÅRLIGE KONTROLL - KONTROLLER AMP/VOLT OG m/min. - KONTROLLER DIMM AV NÅBLER - VEDTIVELLE AV VIKINGES VED SVESSEKASTEN - KONTROLLSLETTA SKAL NUMMERES IHT. MASJINEN - SKEMAET INNELESER TIL VEDLIEHOLDSDAGSVALG FOR REGJØRING. - Avg. kontroll skal dokumenteres og legges
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Uke 1	Uke 2	Uke 3	Uke 4	Uke 5	Uke 6	Uke 7	Uke 8
Uke 9	Uke 10	Uke 11	Uke 12	Uke 13	Uke 14	Uke 15	Uke 16
Uke 17	Uke 18	Uke 19	Uke 20	Uke 21	Uke 22	Uke 23	Uke 24
Uke 25	Uke 26	Uke 27	Uke 28	Uke 29	Uke 30	Uke 31	Uke 32
Uke 33	Uke 34	Uke 35	Uke 36	Uke 37	Uke 38	Uke 39	Uke 40
Uke 41	Uke 42	Uke 43	Uke 44	Uke 45	Uke 46	Uke 47	Uke 48
Uke 49	Uke 50	Uke 51	Uke 52				

NB! En signering ut for fargefelterne forplikter at vedlikeholdspunktene er utført iht. beskrivelse

ANNET UTFØRT VEDLIKEHOLD/REPARASJONER:	DATE:
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

RIS - RENGJØRING, INSPEKSJON, SMØRING

Avdeling: OVERFLATEBEHANDLING Maskin: LINDE TRUCK Laget av: ALEXANDER OLSSON Dato: 20.3.2014



RENGJØRING OG INSPEKSJON								
Pil	Maskinde	Metode	Handling	Verktøy	Når	Tid	Ansvar	EPL
→	Peilepinne	Inspeksjon	Sjekk motoroljenivå - etterfyll hvis behov.	Hånd	Ukentlig	2 minutter	Vidar Støp	57-2
→	Peilepinne	Inspeksjon	Sjekk hydraulikkoljenivå - etterfyll hvis behov.	Hånd	Ukentlig	2 minutter	Vidar Støp	56-2
→	Luftfilter	Rengjøring	Filter tas ut og blåses rent.	Hånd	Månedlig	5 minutter	Vidar Støp	54-2
→	Dieselfilter	Rengjøring	Drenering av kondensvann	Hånd	Månedlig	5 minutter	Vidar Støp	52-2
→	Kjølevæske	Inspeksjon	Sjekk væskeniå - etterfyll ved behov	Hånd	Ukentlig	2 minutter	Vidar Støp	51-2
SMØRING								
→	Oljepåfyll	Smøring	Ved lavt nivå - fyll på olje	Hånd	Ved behov	5 minutter	Vidar Støp	57-2

Muda hunt – VSM

Start with one
product family or
process

- Value Stream Mapping is a method for clearly showing in a diagram form, the material and information flow.
 - Make sure you have a cross functional team doing the analyses.
- Identify the wastes and prioritise the right actions to eliminate the waste.
- 8 wastes:
 - Overproduction
 - Waiting (time on hand)
 - Unnecessary transport or conveyance
 - Excess inventory
 - Overprocessing or incorrect processing
 - Unnecessary movement
 - Defects
 - Unused employee creativity

Invest in equipment you believe can reduce your waste! - Hollowcore Plotters increasing quality!



HMS – Hollowcore planning system – gives us the opportunity to plan production from truckloads.

HMS - Truckloading module

File Projects Delivery form Show Setting

Color Info Loading trailer in LAYERS Version 11-12-2012

Project: 15999 . loadno 0004 Trailertype: ASTEBIL GM MII max - 32.00 ton

Total weight on trailer: 0.00 ton

0 items, 0.00 ton, 0.00 m2

6,000 m

New trailer Trailer ready Unload trailer Remove slab New Layer Rotate 180

Project / drawing : 15999-01

HDE-200 10 pcs, 57.09 m2

10 slabs not loaded

Trailers :		
15999	0001	S*RD4-320
15999	0002	
15999	0004	

View drawing

Stack :

Barcode scanners help us to do it right the first time



- Real-time information in our ERP system, IFS and HMS
- Eliminates punching errors
- Enables us to use stock locations in IFS and HMS
- You scan the element and the scanner will tell you which truckload it belongs to and where the rest of the load is located.
- The load-list will indicate where the elements are located in the stockyard.
- The project manager of a building site can see the status of the load in the system.
 - Produced – In stock – Loaded – Dispatched



Conclusion

- Focus on eliminating the wastes in your Supply Chain
 - Implement Lean, invest in a planning tool, keep track of your elements, and communicate the installation progress
 - Look for wastes in the interface between departments with focus on continuous improvement
 - Focus on the value of precise information – trust your colleague
- Don't underestimate the value of structure, and make sure you all pull in the same direction
 - Align Strategy, ABP & Operations
 - Regular meetings, Actionlogs, Preventive maintenance, Coaching
 - You get what you measure
- Empower your people- make them accountable
 - Listen to your organisation (Go to Gemba) and increase involvement

Thank you for your attention!