



**“Building our Future through Excellence and People”**

**Q & A**

**Q. What is Manufacturing Excellence?**

A. I see MEX as a clever box of tools which help us remove waste from our business. The terminology of waste is:

**Defects, Rework and Yield Loss:** get it right the first time, every time.

**Overproduction,** producing more product than our customers want.

**Waiting** for parts, decisions, information, materials etc etc.

**Not using** peoples talents or strengths to their full potential.

**Transporting** product or materials excessively.

**Inventory,** not enough or too much is problematic.

**Motion,** particularly for people is dangerous and creates time delays.

**Excessive processing,** doing more than the customer wants or needs, the cost of this has to be worn by someone.

**Q. How can MEX Help us?**

A. If MEX is poorly implemented it will only help us do more of the wrong things better. i.e. we'll become more efficient at reworking faulty product etc. With good planning MEX will be far more powerful, we will have no rework.

**Q. How will I have the time to focus on the Westland way for Excellence.**

A. By removing waste from our busy schedules! If we spend less time sorting out defects we have more time to think. A reduction of waste in one area also removes waste in others. Take defects for example. Overproduction to cover for defects is not needed, resource and talent can be applied elsewhere, less transporting of rework and overproduced product. No need for extra inventory of defect product and replacement product. Motion reduced.

# Westland Way for Excellence

Volume 1, Issue 1

August 2010

## Westland Way for Excellence has Begun

To ensure success of such a large change programme a good plan is needed.

low performance and continually make the workplace safer and less hectic to be in.

• This is all very good, but what if the managers don't commit to it!

We will be sticking with 3 key tools/principles of manufacturing excellence.

Some types of comments I've heard.

Throughout all the training courses I heard many similar comments, typically the attendees would start the course with reluctance on the benefits, as shown in some of the comments above, certainly by the end of each session there was full agreement that there is huge potential for us all if we implement The Westland Way for Excellence correctly.

1. 5S (workplace organisation)
2. Flow, (product from cow to customer)
3. Visual Performance Management.

- “This is great! I wish we had it years ago.”
- I've been telling them for years what the problem is, at least now there will be a system to collect, sort and provide feedback on ideas.

This means keeping it simple/controllable, commitment from all, good communication, good resource, and Sam Oliver cleaning his desk up!

The majority of our operational staff have had an introduction session to these 3 tools; this included a simulation game and a 5S audit of the workplace.

- “We've always known that an operator is at his best when looking his laziest, this flow game explains why. “Remove chaos and make money!”
- “This is just common sense; at least everyone will be using it!”
- We're always procrastinating, this will remove procrastination.
- “I've got to watch my plant to catch all the defects, how will I have time to look at a Visual performance board?”

I look forward to chatting with you all in the workplace; we need feedback to know how things are going.

The comments that we have received back after the sessions exceeded our expectations on how willing people are to implement an excellence programme. The reality is that (if used correctly) it will remove a lot of daily frustrations, make our goals clearer, highlight high and

Regards  
Shane Gordon.

## 5S Clean up - Before & After

5S Cleanup, every department has a hope draw.

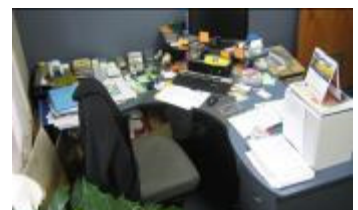
Sam Oliver's Desk before 5S - In the next Issue, we will show



Before 5S



After 5S



Before 5S



## “Building our Future through Excellence and People”

## Note from the CEO

It struck me once again today the enormous responsibility we have for the well being of the community and economy of the West Coast. Meeting our new suppliers and many of our existing suppliers at our Open Day brought home to me once again their reliance and dependence on us to perform as a great company now and in the years ahead. Our suppliers have put their dairy investment, their trust and often their sole purpose in our hands, that's a responsibility which lies at the core of this company and what we need to remember in our work place, thoughts and actions.

We have a remarkable history, one which we celebrate with pride and now it is up to us to write the next chapter. The history of Westland has been a journey starting with our pioneering forefathers achieving against the odds with dairying techniques developed on

the Coast and a deeply ingrained co-operative spirit where neighbours helped each other through all that life can throw at farmers. That same spirit is what we need today to continue to innovate and embrace new ideas to outperform our competitors. This competition has evolved to now include dairy processors from all around the globe. Our need to stay ahead of the pack is even more relevant as the competition intensifies for the battle for the hearts, minds and order books of our customers.

Our Mission statement is based on being a dairy co-operative with the goals of exceeding customer and shareholder expectations. Business thinking has evolved and we must understand how and to what extent this can give us an advantage. The Westland Way for Excellence is a program based on well developed LEAN operating

principles and tools which are developed for use in the work place. As an organisation we have always relished a challenge and more often been successful in exceeding our goals. The next major operational challenge is to understand and develop work practices that increase our importance and relevance to our customers, increase milk processing capacity and therefore provide more product options over the peak processing period to ensure we get the best return for every kg of milk we process. This will create shareholder value and employee satisfaction. The journey ahead has my full support and I am asking you to use your skills and positive attitude to change the game for Westland and be an active part of this program.

Regards  
**Rod Quin**  
CEO

## Lean Trip to Christchurch

In early August a small group from Protein went on a lean focused tour.

We toured 5 facilities, 2 of them showed a very positive impact on their business from the use of lean tools.

**Christchurch Engine Centre** - (Pratt & Whitney) – they are very big on 5S and have been implementing it for about 7 years. The result we found was an extremely well organized workplace where everything has a home, right down to a washer from an engine. It is critical to them that when they strip down an aircraft engine that nothing gets lost in the process otherwise the outcome could be disastrous.

10 years prior the reality hit home when a washer was left inside an engine which self destructed during testing, standards have improved so much that the CHCEC have recently found a corrosion type fault in the drum of an engine type which would have certainly lead to lives lost. These engines have been in production for 30 years with the fault unnoticed.



Christchurch Engine Centre

The key benefits they have found from 5S are: Better organized workplace, less time wasted looking for tools, better flow of work in progress, amazing traceability.

In particular they are using an easy to use database for capturing and sorting key issues, it acted as their NCR system and allowed the right amount of focus on the right problems.

**AW Fraser** - AW Fraser is a company that has been around for 70 years and manufacture bronze parts for machinery. The key Lean tool that they

have been using is the “theory of constraints”, (TOC). “Find the bottleneck and extort it, all other work areas only provide what the bottle neck needs, no more no less, customer supply is set by the bottleneck. The positive effect this has is that throughput increases while inventory and expenses decrease.

If A W Fraser had not implemented TOC they would not likely have survived the recession, TOC has given some breathing space, now they are implementing a 5S program which I expect will greatly help solve some internal quality and safety issues.



# WWE

To find out more about the  
WWE Programme, Contact:  
Shane Gordon  
Value Stream Manager  
DDI: 756 9898