



LEAN – A NEVER ENDING JOURNEY

As with most companies that have managed to remain successful through these challenging times, Holaday Circuits has utilized a variety of Lean Manufacturing Techniques.

Beginning in the early '90s, and under the umbrella of T.Q.M, tools such as Total Quality Improvement, J.I.T. Manufacturing and Process Improvement Teams have been an integral part of Holaday's corporate culture.

But as indicated above, the concept of Lean is not a destination, but rather a journey.

In what hopefully will be a continuation of Holaday's ongoing efforts directed at Continuous Improvement, we have been approached by one of our major customers, B.A.E. and asked to participate in a program designed to implement Lean to their first tier suppliers. Lean, in this context, defined as "a systematic approach to identifying and eliminating waste (non-value activities) in any process".

To facilitate Holaday with the implementation of this program, called "Value Stream Management System", B.A.E. has identified Time Wise Solutions, a recognized leader in Lean education and training.

Briefly defined, VSMS consists of a broad training process designed to instruct a company in understanding and implementing methodologies and tools to conduct Lean improvements on an ongoing basis. Utilizing cross functional teams, areas are evaluated to determine if non-value added activities exist within a given process. If found to be significant the team plans and conducts a rapid action-orientated Kaizen Event (Kaizen serving as the bridge between the current state and the desired state).

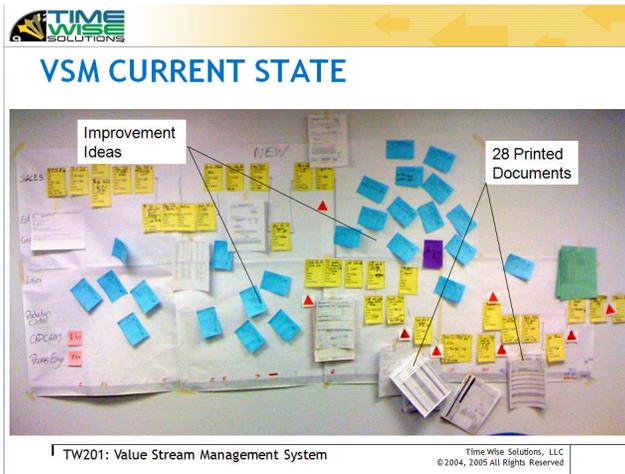
To achieve the deliverables of VSMS a process, department, procedure etc. is selected as a candidate for a Kaizen event. The criteria for this selection is an area where the optimal opportunity lies for maximizing corporate alignment and return on investment.

Once this has been identified six steps are followed:

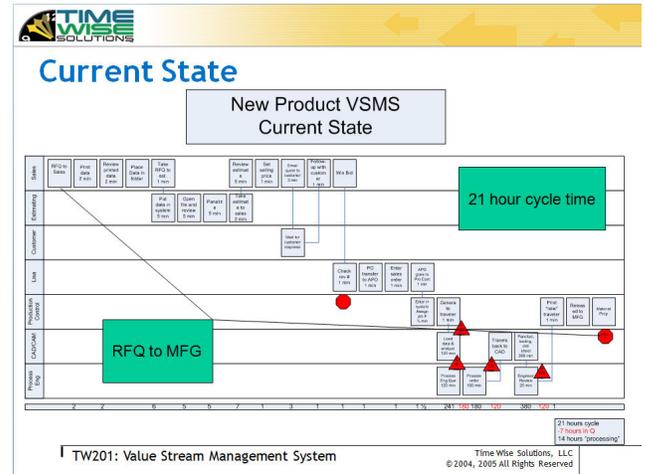
1. Present Lean Concepts, VSMS Definitions, Process Overview and identify Product/Process Family
2. Facilitate the Current State Map (Figures 1 and 2)
3. Collect Improvement Ideas
4. Facilitate Future State Map. Collect Barriers to reaching Future State. (Figures 3 and 4)
5. Scoring
6. Develop Implementation Plan

What sets VSMS apart from traditional Continuous Improvement Tools is that the entire process, from site selection through development of the implementation plan, is accomplished within a one to three day time period.

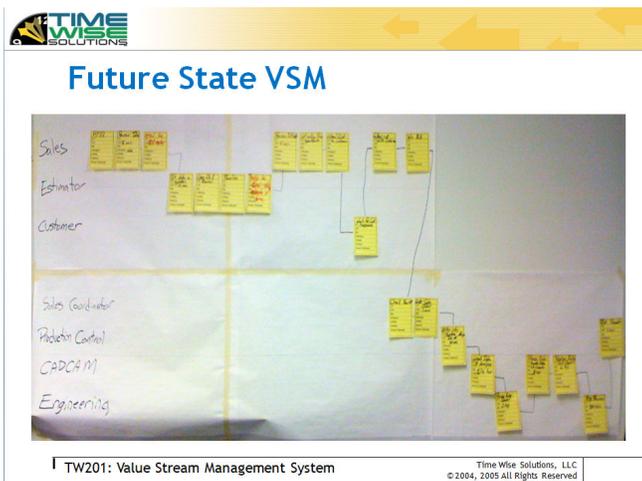
As a continuation of our Lean journey Holaday Circuits looks forward to working with both B.A.E. and Time Wise Solutions in implementing VSMS. Stay tuned to “Latest News” on the Holaday website for periodic updates.



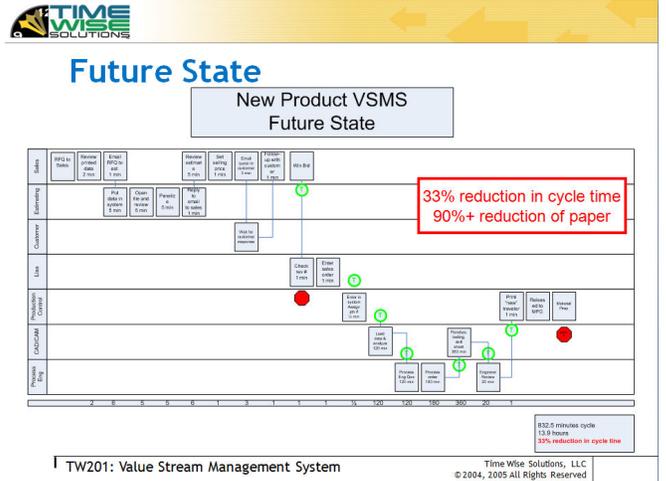
(Figure 1)



(Figure 2)



(Figure 3)



(Figure 4)