

## CASE STUDY

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# HOW TO INCREASE PROFITABILITY BY IMPLEMENTING A LEAN MANUFACTURING SOLUTION



Cogeco's technical distribution center in Burlington, Ontario is one of Canada's drop-off points for Internet modem and cable device repair.

A consulting firm was asked to **teach the staff about lean manufacturing** and to **carry out a Kaizen blitz**. Then, the entire team of 30 workers, along with the consultants, began implementing new practices for device repair.

Read on to find out **how Cogeco integrated a lean manufacturing solution** into its operations and how it dealt with resistance to change.



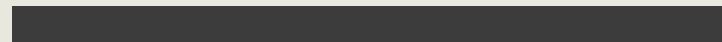
CASE STUDY BY

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**RUSSELL FEDUN**

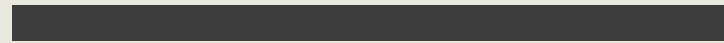
PROJECT MANAGER ONTARIO

# LESS



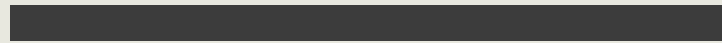
## TRANSPORTATION

# MORE



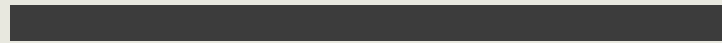
## EFFICIENCY

# LESS



## RESISTANCE

# MORE



## EMPLOYEE SATISFACTION





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## DEALING WITH STAFF RESISTANCE

The process was very intense—so much so that some of the staff took things personally. **People were defensive and felt attacked.** The Cogeco team eventually got over this hump, but it took a good year to **see a real culture change.**



*You need to know that there is going to be a huge culture shock and more resistance than what you initially expect.*

Bill & Gary

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## MANAGE EXPECTATIONS REALISTICALLY

The longer you have your staff, the harder it is to change.





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## REDUCING MOVEMENT AND TRANSPORTATION WASTE

With the new processes, the employees focus mainly on reducing movement and transportation waste. By **revamping the production floor's layout** and **using custom-made modular gravity carts** to meet their specific needs.



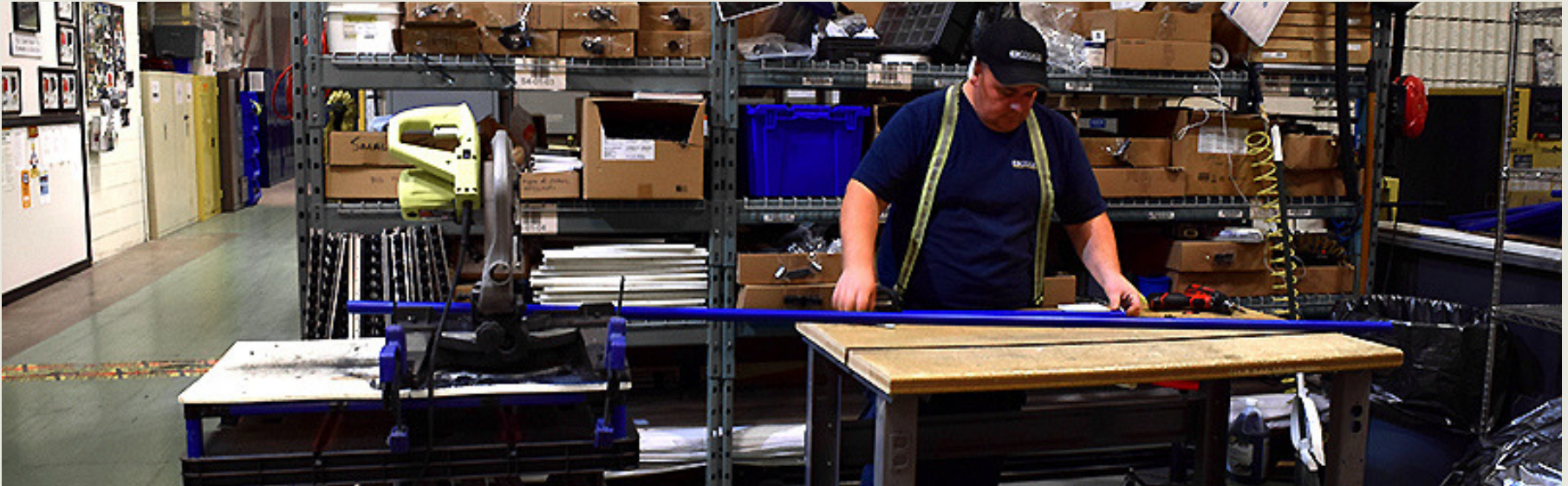
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## RECONFIGURING WORKSTATIONS TO INCREASE PRODUCTIVITY

They reconfigure the test stations into U-shaped stations.





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## PATIENCE TO OVERCOME RESISTANCE

People need a **lot of patience and must be 100% committed to it**. A Kaizen Blitz was no easy feat, but Cogeco can now say that it was definitely worth it!

MAKE IT WORK FOR YOU

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# NOW, IMAGINE WHAT THE FLEXPIPE MODULAR SYSTEM CAN DO FOR YOU!



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**RUSSELL FEDUN**

PROJECT MANAGER ONTARIO

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