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**Missouri Enterprise Helping KC Company****Standard Sheet Metal Begins Lean Journey**

Standard Sheet Metal, a Kansas City fabricator of architectural, industrial and commercial sheet metal products, recently completed the first phase of its long term effort to increase customer focus, improve profitability and eliminate waste through the implementation of Lean principles, tools and techniques, according to Company President Greg Ryder.

The company, founded in 1983, now employs approximately 45 professionals and is constantly upgrading and enhancing fabricating equipment and staff skills in order to succeed in a highly competitive marketplace.

Its primary customers are building and construction contractors working on both new and remodeling projects, so cost, on-time delivery, adherence to tight specifications and quality control are all extremely important.

The full service sheet metal fabricator's products include heavy duty welded ductwork, electrical boxes and wireways, ladders and platforms, doors and gates, wall, ceiling and roof panels, gutters, downspouts, trim and flashing. In addition to fabrication, the company specializes in on-site installation.

To begin the company's Lean Journey, specialists from Missouri Enterprise first conducted a Lean

assessment to determine the company's current state in a number of key financial and operational areas.

Next, the team, led by Project Managers Jim Muzic and Steve Wheeler, presented a one-half day Lean Executive Overview to provide the company's management with a forum to discuss the opportunities and challenges, to build cooperation and consensus and to develop an action plan for implementation.

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**"We feel that we are positioning our company for future growth and success as the economy, nationally and here in Missouri, improves."**

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**Greg Ryder, President  
Standard Sheet Metal**

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The overview was followed by an Introduction to Lean Enterprise for management and a group of key plant level employees. Complete with a hands-on production simulation, the Introduction to Lean Enterprise provided participants with an opportunity to quickly grasp key Lean concepts

and to understand the team approach to identifying and eliminating waste and process improvement.

The first Kaizen event completed by the company's Lean team was 5S Workplace Organization, which is a method of creating an organized, clean and efficient workplace that improves safety, quality and efficiency. The five S's are sort, set in order, shine, standardize and sustain.

In the future, according to Ryder, the company intends to focus on a variety of additional Lean tools and techniques such as Value Stream Mapping, Setup Reduction, Total Preventive Maintenance, Cellular Flow and Standard Work.

Ryder characterized this beginning phase a very positive for the company, saying, "By executing this program, our company has begun the Lean Journey and our efforts, supported by Missouri Enterprise, should have a direct impact on our future. We feel that we are positioning our company for future growth and success as the economy, nationally and here in Missouri, improves."

Standard Sheet Metal estimates that the beginning phase of their Lean Journey has resulted in increased/retained sales of more than \$900,000 and cost savings of more than \$300,000.

## Seven Complete TWI Job Relations Training

Seven employees, representing four St. Louis area companies, improved their leadership and supervisory skills at a recently completed weeklong Missouri Enterprise Training Within Industry (TWI) Job Relations course.

The course, taught by Missouri Enterprise Project Manager and certified TWI Instructor Robert Barrett, focuses on leveraging supervisory

skills to increase productivity and quality, reduce training time, improve morale and sustain standard work.

Training Within Industry was developed during WWII to support much needed industrial production and after the war TWI became an important part of Lean Manufacturing, including the Toyota Production System.

Today, Training Within Industry is

again becoming an important part of American manufacturing and a key to maintaining continuous improvement gains.

Those taking part in the highly interactive Job Relations course were, Veta Gray, Matt Brennan and Dan Simmons, Covidien Imaging and Pharmaceutical Products; Jennifer Deck, Watlow Electric; Chris Schulte, Porta King, Inc.; and Carmelo Ramirez and Ken Wells, Metal Recovery Systems, Inc.

For more information about how Training Within Industry can help your company, visit the Missouri Enterprise Web Site ([www.missourienterprise.org](http://www.missourienterprise.org)) and look under Libraries/ Training Within Industry Resources) or contact your Missouri Enterprise Area Business Manager at 800-956-2682.



Participants at the recent TWI Job Relations Training program are, from left, Chris Schulte, Instructor Robert Barrett, Ken Wells, Carmelo Ramirez, Matt Brennan, Dan Simmons and Jennifer Deck. Not pictured was Veta Gray.

## Partial Listing of New Missouri Enterprise Projects

Company	Location	Project Type
Display Centers, Inc.	Hannibal	Manufacturing Productivity Improvement Growth and Business Strategies
Meramec Electrical Products Company	Cuba	ISO/Quality Management Systems
Performance Roof, Inc.	Kansas City	ISO/Quality Management Systems
PrintFlex Graphics	St. Louis	Manufacturing Productivity Improvement/Lean, Clean and Green
SorTech International	Hughesville	Growth and Business Strategies
Turfline Incorporated	Moscow Mills	Product Development/Design
Unico Incorporated	St. Louis	Manufacturing Productivity Improvement/Lean, Clean and Green