

**C.M.M.A**

Delfield  
Welcomes You



**DelField**

# Team Picture



# History of Delfield

- Started in Detroit in 1949.
- Mt. Pleasant opened in 1970.
- Cadillac Mi. opened in 1973.
- Closed Detroit in 1973.
- Opened Covington, Tenn. in 1986.
- Closed Cadillac Mi. in 1986.

# Facilities

- MP approximately 347,000 sq. ft.
- 500 employee's 375 hourly 125 salaried.
- Average years of service is 25 years.
- 5 Expansions over the years.
- 7 Ownerships, 10 General Managers
- Covington, Tenn. 188,000 sq. ft.
- Average years of service is 13 years.
- 250 employees 220 hourly 30 salaried.
- Chris Karssiens is the G.M. for both facilities.

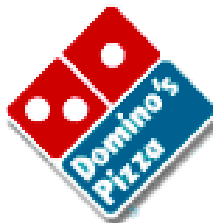
# Chain Customers



ALL AMERICAN FOOD™



*Celebrate Fall with an Original!*



# Made to Order Plant

- Highly engineered products.
- 49% of the parts we make daily we have never made before.
- 80%-20% rule, 80% is made to order daily, 20% repeatable is our chain customers.
- Average part released to manufacturing daily is a seasonal number 8,000 to 12,000 parts.

# LEAN Journey

- Started In 1999.
- Worked on saving space and distance traveled, both people and product.
- 2001 Scotsman Ice purchased Delfield.
- “Toyota Production System “ was introduced.
- 2003 worked with a Consultant T.E.C.
- Safety, 5-s, Quality, On Time and Productivity are all part of the LEAN journey.



# LEAN Journey

- We audit ourselves daily, scored weekly.
- The audits include the plant and all offices.
- Manitowoc audits most O/C annually.
- Manitowoc purchased Delfield 4 years ago.
- Delfield has been audited 3 times by the corporate audit team.
- Corporate audits both the plant and office processes from order entry to customer satisfaction.

# LEAN Journey

- Approximately 45 processes are audited.
- Scoring Highlights in our 3 audits.
- We were the first O/C to score in all processes.
- We had no “0” in any of our processes.
- Second year audit we missed “Gold” by 2 points.
- Third year audit we scored at the “Gold” level.
- New target this year is “Platinum” !
- The bar will always be raised on your LEAN journey, by yourself or hopefully your employee’s expectation to get better raise.

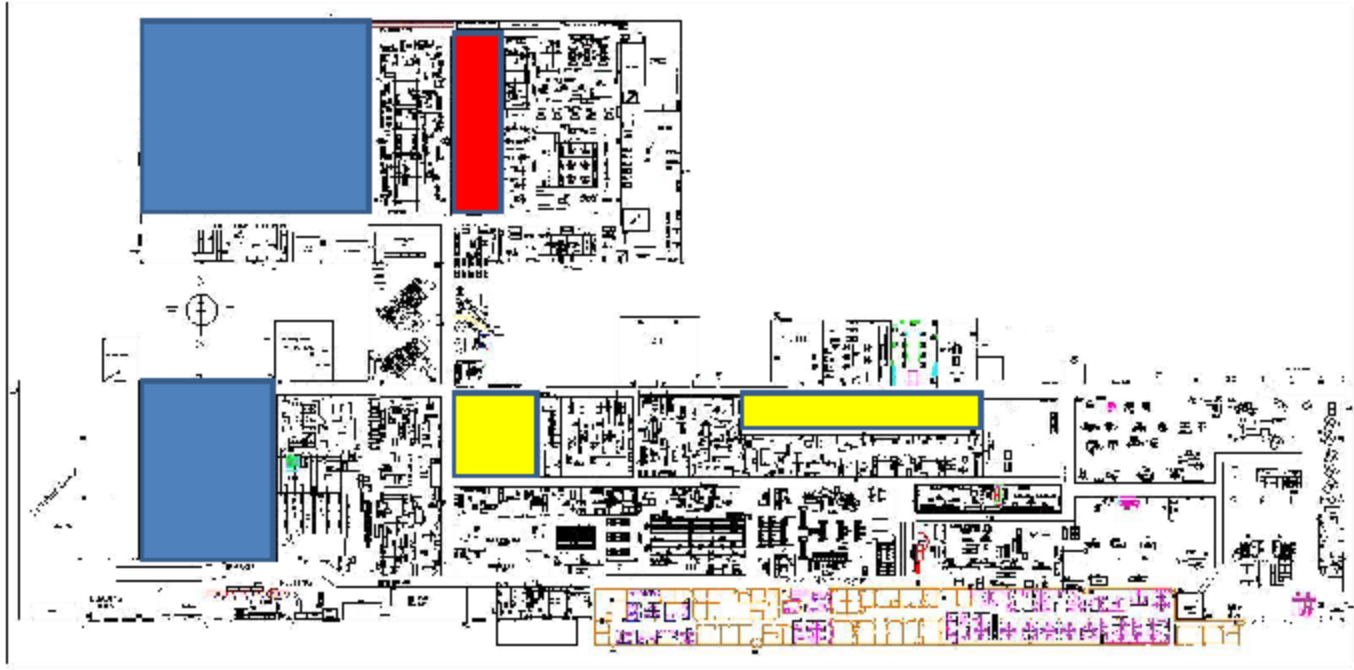
# LEAN Journey

- Sustainability
- Commitment from your Executive Team.
- Can't be the program of the month.
- Continuous Improvement Manager, creditable person within the company.
- Kaizen department with dedicated resources, recruit the right resources.
- Salesman of change, what's in it for me? Very important question to be prepared to answer.
- Quick easy wins for all to see. Celebration !!

# LEAN Journey

- Many versions of LEAN.
- One doesn't fit all.
- Bench mark other facilities.
- Bench mark both in and out of your industry.
- Kaizen team must not be working more than 1 to 2 projects at a time.
- Continuous Improvement Manager should be working on the future state projects.

- High Priority (Speedway)
- Next Project (Hot Holding, Sec 15B)
- Future Projects (Stockroom)



# Tour

- Break into Tour groups.
- Starting at the same time in different locations.
- Approximately 45/60 minutes for the tour.
- Safety glasses are required.
- Stay inside of the yellow lines, unless your guide takes into an area.
- Delfield LEAN tools display area for review.

# Future LEAN Tours

- Hopefully we have shared something of value with you tonight.
- We would like to offer to keep our doors open to you and your teams.
- If you would like to bring a team of 5 or 6 back for a tour we welcome the opportunity to share our LEAN journey.
- Contact Information
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Questions ??????