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Business to Academia: Taking Lean from Pella Corporation to Dordt College

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Business to Academia: Taking Lean from Pella Corporation to Dordt College

Abstract
Presentation from the Second Annual Siouxland Lean Consortium Conference held in Sioux City, Iowa, January 13, 2015,

Keywords
Pella Corporation, lean manufacturing, continuous improvement process, Dordt College

Disciplines
Business Administration, Management, and Operations | Higher Education

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2015 Conference

Business to Academia –
taking Lean from Pella Corporation
to Dordt College
Dale Zevenbergen, MBA, CPA

Career Highlights
(my own Journey with Lean)

Pella Corp – 17 years
• 1991 to 2000 Corporate Headquarters in Pella
  • Cost Accounting, Pricing, Cost Management, Plant Scheduling
• 2000 to 2006 Sioux Center Operations
  • Finance/Scheduling/Logistics, Production Management
• 2006 – 2008 Regional Sales Manager

Dordt College – last 7 years
• Instructor of Business
• Development, Admissions, Faculty Athletics Rep
• Lean promotion and CI Facilitation – Within Dordt and as External Consultant

Passion for Lean throughout past 22 years
Process Management View

Work is done in Processes, across Functions
Process Management View

Organization Objectives (Soli Deo Gloria!)

Program Development

Academic & Co-curricular Life

Stakeholder Satisfaction

Adm Fin Aid Bus Ofc Fclty Co-Curr Adv

Customer Requirements

Process Objectives
“Process” Perspective

• Products and services are delivered to customers through a series of work processes, not as the result of any one function.

• We must maintain a process view of our organization.
Making the Leap...

Applying Lean/CI in an Academic Environment

• Work is still accomplished in processes
• And these processes can still be improved
• Good People, Bad Processes
• Keeping it simple – VSM, BPK, small scope
External Focus

Identify “customers” / Stakeholders of the process

External first, and Internal too

What are their Needs / Wants?

This exercise has really helped re-orient the focus
Waste Elimination - Muda

Value Adding Activity

An activity that transforms or shapes raw material or information to meet customer requirements.

Non-Value Adding Activity

Those activities that take time, resources or space, but do not add value to the product itself.

“Waste (‘muda’ in Japanese) is ‘anything other than the minimum amount of equipment, materials, parts, space, and worker’s time which are absolutely essential to add value to the product.’”

Shoichiro Toyoda, Founder of Toyota
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<th>Purpose/Scope/Objectives Paper</th>
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<td><strong>DORDT COLLEGE</strong></td>
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<td>Continuous Improvement</td>
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<td><strong>Camps - Front End Processes - Improvement Event</strong></td>
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**Date:**
November 5, 2014 - 12:30 to 5:00 pm

**Objective:**
Document and improve the front end processes related to Academic and Co-curricular camps

**Scope:**
All activities involved in the promotion, registration, and payment of Dordt College camps

**Goals:**
1. Develop a map of the current process
2. Identify customers and document their needs
3. Identify areas of opportunity, prioritize projects and develop go-forward plan
4. To train Dordt faculty and staff in the principles of Lean and Continuous Improvement, and provide an experience on a real project.

**Outcomes:**
1. Current State Map to benchmark from for improvements
2. Customers and Needs documented
3. Implementation plan with projects assigned
4.  

**PSO**
Process Mapping

“become the item”
Impact/Difficulty Matrix

- **High Impact**, **High Difficulty**
- **High Impact**, **Low Difficulty**
- **Low Impact**, **High Difficulty**
- **Low Impact**, **Low Difficulty**

"The Sweet Spot"
Business Process Kaizen
Cycle of Success

Plan Kaizen Activity

Establish Follow Up Process Owner

Sustain Kaizen Results

Follow up Process

Kaizen Week
Lean/CI at Dordt

Accreditation Process now has a Lean/CI feel

Administrative Cabinet identifies opportunities

5-6 VSM / BPK Events per year
Opportunity Identification

Continuous Improvement Event – Decision Flowchart

Opportunity Identified:
- Current Process not working well
- New process to be developed

Do we know what the outcome needs to look like?

- No → CI Event
- Yes → Do we know what the process should look like to get to that outcome?

- No → CI Event
- Yes → Project
Lean/CI at Dordt

Dordt’s journey so far:

• 24 Events over past 5 years, some examples:
  – Financial Aid Communication
  – Athletics Mission/Vision/Objectives
  – Library new item selection & fulfillment
  – Bookstore – Textbook requisition & availability
  – Admissions – several events
  – Camps – Registration process
  – Business program benchmarking
Lean/CI at Dordt

Lessons learned in making “The Leap”

• Processes, People, Desire to improve still the same
• Culture matters
• Support and Prioritization
• Scheduling is a challenge
• Keep the scope small and build momentum with “wins”
Lean Education at Dordt College

Introducing Lean to Students

Primarily Business, some Engineering Majors

• Production and Operations Management course
• Lean Management (1 credit course)
• Participation on events where appropriate
• Ideas from 2013 Lean Educator Conference at OSU
Lean Education at Dordt College

Your feedback please...

What do you want new grads in Business or Engineering to know about Lean?

Challenge for you...

Guest speaker? Adjunct?

Consider making a move to Higher Ed