



SMART PROGRAM

Program Overview
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**Canadian
Manufacturers &
Exporters**
Ontario

**Manufacturiers et
Exportateurs du
Canada**
Ontario

Provide direct financial assistance to support the adoption of productivity improvement techniques to Ontario manufacturers with:

- 2 years operational history
- Between 10 to 500 employees per facility
- ONE project per facility

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- Improve the management and understanding of current business and production processes
- Identify opportunities for improvement
- Demonstrate measurable benefits to SME manufacturers and to Ontario

- Productivity Improvement
 - ▶ Lean Manufacturing
- Quality Improvement
- Best Practices in Information Technology
- Energy efficiency
- Environmental impact reduction

Must be started within 60 days of award notification
Must be completed within 4 to 6 months of notification

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Funding for up to 500 Manufacturers with Other Services for up to 5,000



Learn More about Productivity Improvement	<ul style="list-style-type: none">•40+ Workshops Across Ontario•1,500-2,500 Companies Participate
On-line Diagnostic to Identify Opportunities	<ul style="list-style-type: none">• Web-based, Open to any manufacturer after registration• 2,000-5,000 completed
On-site Assessment of Opportunities	<ul style="list-style-type: none">• 250 On-Site Assessments• MAX \$7,000 value, \$1,000 paid by company
Projects Ready to Start	<ul style="list-style-type: none">• 500 Implementation & Planning Projects• \$40,000 Average Funding

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Smart Program On-site Assessment Funding



- Complete on-line application form
- Choose your Qualified Service Provider (QSP)
- QSP's must be registered with SMART through the QSP application process (2 week lead time)
- Email the QSP quotation to SMART Co-ordinator, Louise Rubletz
- Manufacturer receives funded portion of self-assessment upon receipt of report and invoice

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- SMART Program funds up to 50% of cost of project
 - ▶ Maximum award of \$50,000 (50% of \$100,000)
 - ▶ Average award of \$40,000
- Estimated 500 recipients
 - ▶ Standard contribution agreement,
 - ▶ 30% advance on expenses
 - ▶ 50% upon receipt of documented expense claim
 - ▶ 20% upon receipt of final report on project results

■ Online application forms

- ▶ Project goals, implementation plan, timeframe
- ▶ Detailed budget
- ▶ Baseline measurements, estimated improvements and ROI
- ▶ Endorsement by an independent third-party referee
- ▶ 45 day turnaround from submission to notification
- ▶ May resubmit

■ Get to know an approved Reference Organization before you apply!

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Not more than 50% of project costs at time of submission

Not more than 60 days prior to the submission date

- The Project Plan clearly describes what must be done
- The Project Plan has reasonable metrics
- The stated resources (budget, manpower, management) are sufficient to complete the project on time
- Management has the right tools and skills to manage the project effectively

- Management is committed to the project and to manufacturing productivity
- The project is likely to result in the benefits proposed
- The project will have a significant impact upon the company's operations
- The project has a high probability of success

Next Steps



- Visit www.cme-smart.ca for complete program details and description
 - ▶ Eligibility
 - ▶ Sample application form
 - ▶ Description of selection and approval process
 - ▶ FAQ's
- Click on “Apply Now” to access online forms and apply for SMART Project Funding
- Click on “SMART Session Schedule” to register online for SMART Session in your area
- www.yveslandryfoundation.com

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What is Lean?

Lean **IS:**

- A PEOPLE system
- A Mindset – a way of thinking & living
- A culture change

Lean Is **NOT:**

- A set of tools
- A list of things to do
- A label... it can be called *anything that works in your environment*

LEAN: Is the Continuous Elimination of Waste
Everywhere

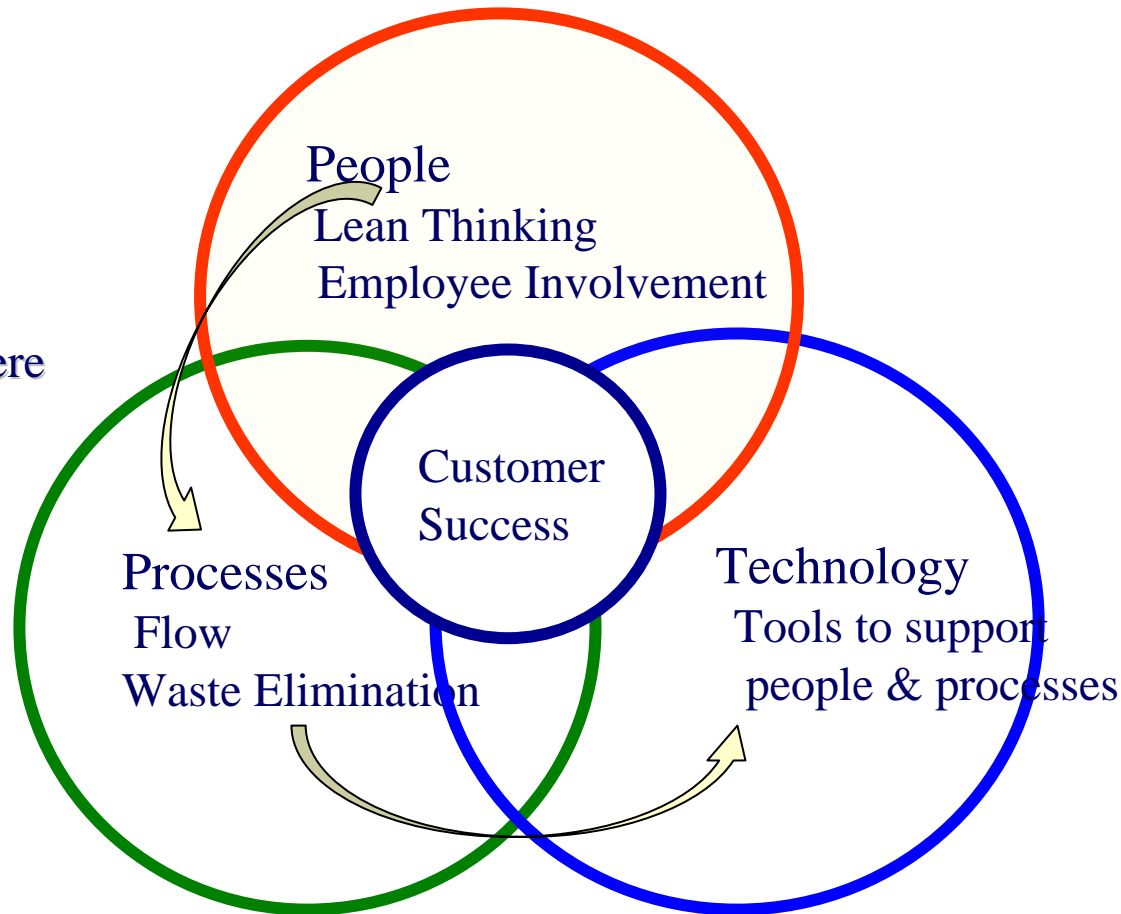
While adding Value for the Customers.

*It's about making just what the customer wants -
when it's wanted – in the right quantity – at the lowest cost
at the highest quality – without waste,
AND without leaving a footprint on the planet!*

All we have to work with....

The Competitiveness/ Lean* Drivers

*Lean... “The elimination of waste everywhere while adding value for the customer.”

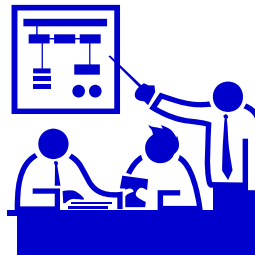


Applying Value Stream Mapping

To Zero in on the right waste!

“Wherever there is a customer [internal or external], there is always a value stream... *your challenge is to see it.*”

Jim Womack, Lean Thinking



What we've learned in 25 years?

- **50-70% of the waste in our companies is invisible** because we live there ever day (*revere outside eyes*)
- **Culture** is the greatest barrier to Lean. ***“When culture & change collide, culture wins every time”***
- Without a **No-Blame environment** – Continuous Improvement & Simplification programs are never optimized
- The greatest human fear is **Humiliation & Embarrassment**
- The greatest motivator is **Achievement**
- **Ownership** is only possible through **Involvement**
- Management's role is one of **leadership**, challenge, visibility, support, and equipping value-adders to achieve
- **Today's major competitive challenge** is '**Sustainability**' and that is a leadership problem
- ***‘Corporate excellence stems less from decisions about strategy than decisions about people’*** ...Jim Collins ~ Good to Great

So how to get started...

- ✓ Start talking about Lean right now
- ✓ Apply for an on-site assessment - *find out where to start or... just verify!*
- ✓ Identify a SMART Project – *that makes an improvement*
- ✓ Contact your Qualified Service Provider
- ✓ Identify a Champion – *begin a library – read newsletters*
- ✓ Share your success and failures – *and take joy in learning from others*