

INSPIRING SUCCESS

BAYER INTERIOR WOODS' EVOLUTION

WHO WE ARE

Cabinet Components & Distribution, Inc. - 1993

Began cutting parts for cabinet makers

Privately held

Today, we've grown

Headcount 120 Total

dba – Bayer Interior Woods

Multiple product lines:

- Custom Assembled Cabinets & CabPak Cabinets
- Doors
- Molding
- Stain matching
- Design
- Closets

Concierge
Service



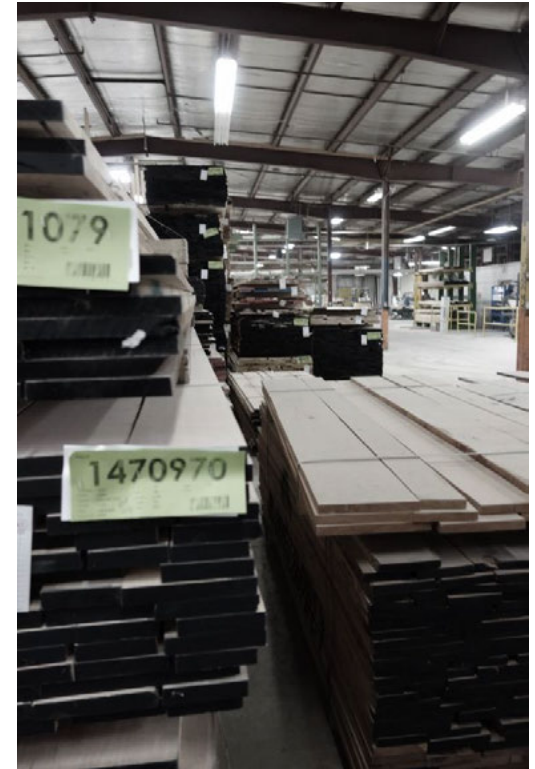
AGENDA

Pain

Why – What – How

Make it better

Next?



PAIN (2013)

Doors stacked up to your eyeballs across 80 feet of conveyor rollers

Lost Doors

Remade Doors

Extra Doors

58 hour work weeks

Worked Every Saturday for weeks

A sense of Hopelessness

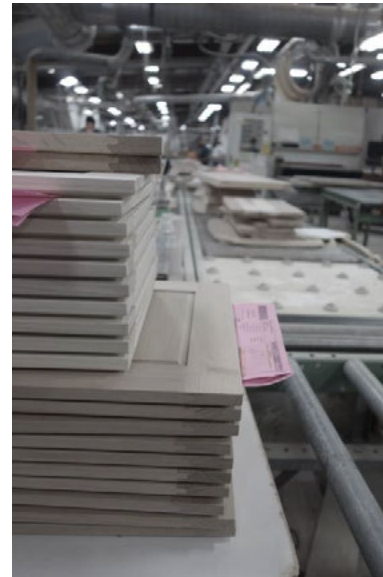
Increased Injuries

Missed shipments

Customer Complaints

100 doors/day

Not a fun
place to work



WHY – WHAT – HOW

We can't do it without help.

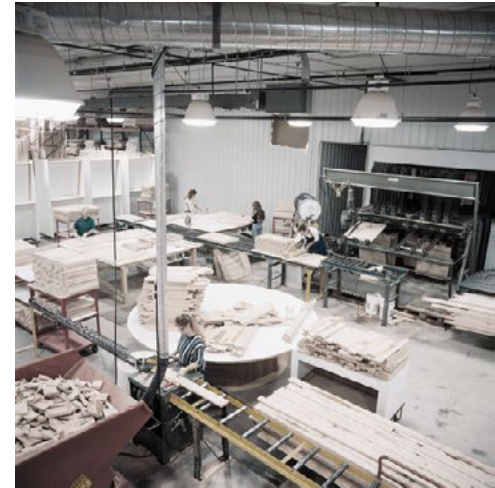
Our managers, supervisors and leads need new tools.

Our EMPLOYEES Need to Understand

Start Fresh

“Stop what we are doing”

Literally!

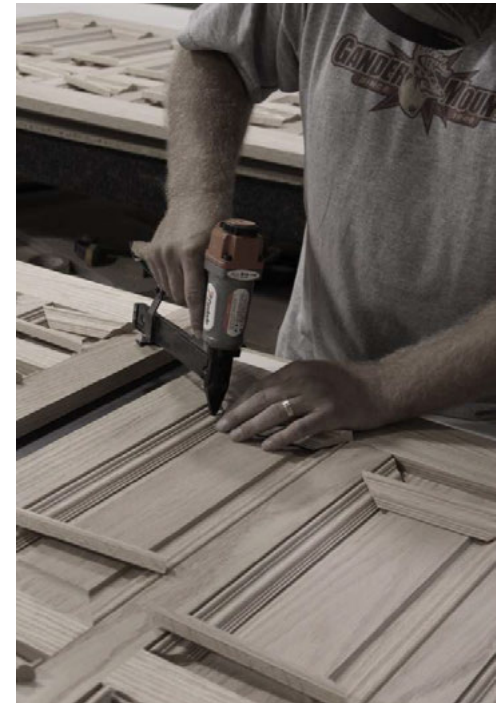


WHY – WHAT – HOW

Connected with Enterprise Minnesota

- **Implemented Flow Training**
 - Trained from owners to newest employee
 - Stopped cutting & Cleared the lines
 - Learned (learning) to manage demand
- **Implemented Management/Supervisory Skills Training**
 - Gave our leadership tools/skills to work with people

Work with people; Through people
Building trust
Learn to listen
Teaching



WHY – WHAT – HOW

Continuous Improvement – make it your own

- Make it part of your DNA
- Use what works
- Keep trying
- Keep learning
- Keep it positive



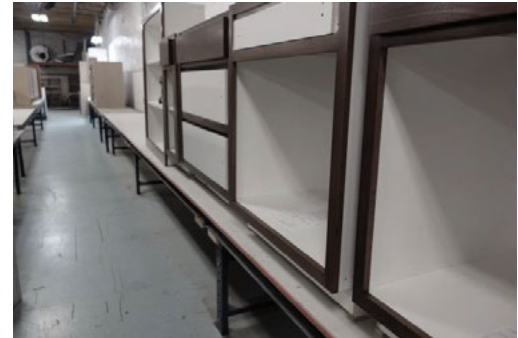
MAKE IT BETTER

Door Results:

- Now we schedule 400 doors/day
- 80% of our doors are sent directly to the customer

Successfully implemented process improvement in other departments:

- Cabinet Assembly now focused on ship dates and complete jobs
 - From 20 assembled cabinets to
 - 75 assembled cabinets/day
- Shipping incomplete loads
 - Lost toe kicks, hardware, end panels, molding....Ancillary items
 - Improved by 90% by using descriptive load sheets



MAKE IT BETTER

Today “we are not perfect”

- We continue to change
- We continue to evolve
- We have fun
- We value our people
- Our customers have learned to expect better
- Our word can be trusted
- We care
 - About our people
 - About our community
 - About our customers



NEXT?

Bring new people up to speed quickly

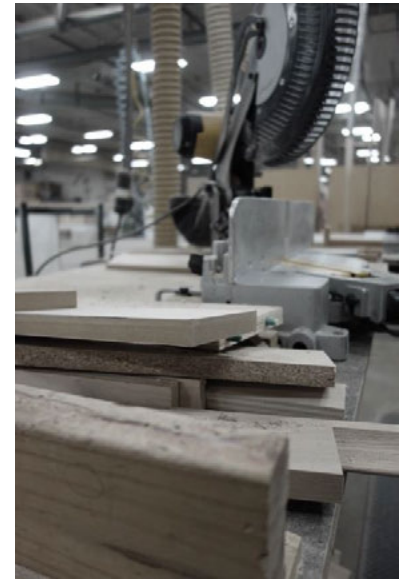
Keep everyone engaged in the “WHY”

Clearly define expectations – Standards, Quality, etc.

Celebrate our achievements

Root out the cause of the deficiency

Communicate company challenges and forecast the future



THANK YOU!

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