

Minutes – Lean Production

Conference call

Wednesday, October 6, 2004
12:00pm – 1:20pm Eastern Time

Rick Boyd, Clayton Homes, **Project Chair**

Ed Bryant, Champion Entreprises

Randy Cosby, R-Anell Housing

Jordan Dentz, MHRA

Emanuel Levy, MHRA

Michael Mullens, University of
Central Florida

Alan Sheaffer, Fleetwood
Enterprises

Meeting Minutes

A conference call was held to discuss the objectives and review the process of the Lean Production project and the benchmarking factory survey.

I. Background

The goal of the Lean Production project is to improve production efficiency in housing manufacturing plants; to find and relieve bottlenecks on the production process; and ultimately to increase production flow without increasing resources. The Lean Production project is a multi-phase effort that starts with benchmarking HUD Code and modular housing factories across the nation. Follow-on phases will consist of detailed analyses at specific plants.

The project will have a two-tiered committee. The core group, comprised of the participants in this call, will steer the effort. A larger group, primarily consisting of manufacturer representatives, will review interim results and receive periodic briefings.

II. Benchmarking survey

The benchmarking survey will provide, at a high-level, a comparison manufacturing data from plants across the industry. It will not characterize efficiencies of specific production processes, but it will enable plant managers to identify the extent to which opportunities for improvements exist at their plants.

Much of the data requested can be provided by corporate headquarters of major manufacturers. The remaining data should be requested from the plants with the participation of upper management.

The Committee reviewed the draft plant survey benchmarking metrics, eliminating some, clarifying others, and adding some.

III. Next steps

- A. Mullens will revise the list of metrics based on the conference call. MHRA will distribute the revised list early next week.
- B. The next conference call will be held on Thursday, October 14, 1:00pm Eastern Time.
- C. MHRA will discuss the Lean Production project at the MHI annual meeting on October 17-19, 2004 as part of the effort to enlist the participation of additional manufacturers.