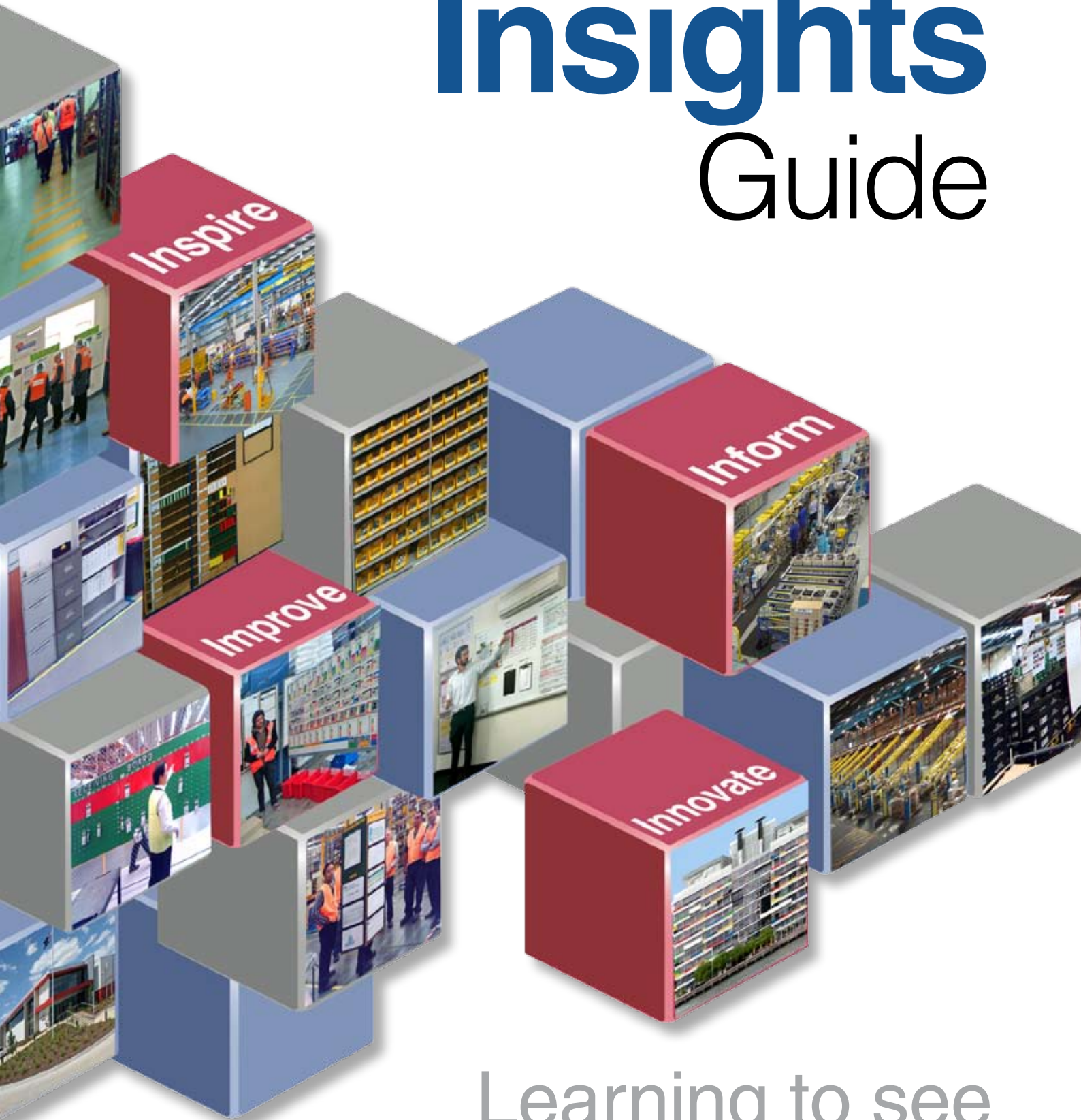


Insights Guide



Learning to see

Willow Ware Australia



www.willow.com.au

If ever a great example of a company diversifying from one industry to another was needed, Willow typifies the nature of such a journey. From its inception in 1887 the company has ventured into food manufacture, sheet metal, deer farming, plastic moulding and the production of fuel products. These diverse phases of company evolution brought with them their own challenges and rewards which today makes Willow a key supplier to Toyota Australia and a major supplier to Bunnings, Coles Supermarkets, Kmart, Woolworths and Big W.

Following consolidation of activities, during the 1990s the company moved into an advanced manufacturing facility in 2003 and have become one of the largest Australian owned plastics manufacturers specialising in injection and blow moulded products. In addition to this award's prestigious short-listing, 27 awards have been received since 1972 recognising the company's achievements in the areas of; design, manufacture, environment, supplier excellence, export and cultural development.

Tullamarine

Advanced manufacturing
Injection and blow
moulding

10.00am - 1.00pm

Visit in 60 seconds

- Key supplier to Toyota
- Supplier to Bunnings, Kmart and Big W
- Amongst largest Australian owned injection moulders
- Design excellence
- Multi-award winning
- Supplier development
- Lean deployment

21 July 2010

Frontline Australasia



www.frontline-aust.com.au

Adding value to diversely demanding industrial sectors of; Automotive, Defence and the Environment, Frontline Australasia have been manufacturing and supplying precision components and assemblies to domestic and overseas markets since 1988. With an impressive track-record for quality and delivery, clients include; Toyota, Holden, Ford, Mitsubishi, Mazda and KIA, Tenix, General Dynamics of Canada, Royal Australian Navy and Royal New Zealand Navy.

Providing the latest full design and engineering services, ongoing R&D ensures deployment of cutting edge material use, processing and styling. Applied to fabrication and machining these same standards underpin Frontline Australasia's reputation as a supplier of innovative; Tow, Bull, Sports and Nudge Bars to the Automotive industry, whilst in defense provides reliability and performance levels demanded of platform assemblies for Helicopter Deck Securing Systems located on Navy Vessels. 130 people are employed and sales have doubled in the last 10 years and expected to top \$55 million in 2010.

Bangholme (Dandenong Sth)

Precision manufacturing
Welding and fabrication
CNC machining

9.00am - noon

Visit in 60 seconds

- Automotive and Defence
- Major supplier to Toyota, Ford and Holden
- Defence contractor to Royal Australian Navy
- Mixed value streams
- R&D focus
- Lean deployment
- Design

27 July 2010

Jindi Cheese



www.jindi.com.au

There is nothing cheesy about Jindi Cheese. Since its local West Gippsland beginnings in 1985 they have remained true to their purest values of what makes a great cheese. These values saw the Jindi business being sold in 2005 to Menora Foods, Australia's leading privately owned food marketing and distribution company. Investment continues in production capacity building resulting in a white mould cheese capacity of 2,000 tonnes per year.

Commercial success has not deterred the company from upholding boutique cheese making principles, which see processes continually fine-tuned to ensure excellence in texture, quality and flavour. These principles being recognised by winning the ultimate accolade of "World's Best Cheese" at the Wisconsin Cheese-makers World Championship in 2002. Approximately 100 people are employed who are engaged in wide ranging sustainability initiatives to measure and minimize packaging use in line with the voluntary National Packaging Covenant.

Jindivick (Drouin)

Food manufacturing
Boutique cheese
producer

10.00am - 1.00pm

Visit in 60 seconds

- Sustainability focus
- Nation packaging covenant
- Process excellence
- Cultural development
- Multi-award winner

28 July 2010

Kraft Foods



An Australian household name, with a global turnover of \$42 billion, Kraft is synonymous with hugely popular brands such as; Kraft Singles, Cheestiks, Kraft Peanut Butter, Toblerone, Philadelphia, Ritz and the iconic Vegemite.

Yet the business is much more than popular brands. Its Vegemite Port Melbourne Plant is an exemplar of operational excellence and sustainable practices. In 2008 it produced its 1 billionth jar of Vegemite yet what this achievement fails to illustrate is the cultural transformation and process improvements, which led to this landmark event. Commencing in 2002 with a realisation of Vegemite's importance to the company and the need to ensure its longevity into the future, an in-depth and innovative re-development of the Vegemite process began. To date notable successes include reducing; waste water by 60%; energy consumption by 50%; achieving environmental savings of \$1 million and production savings of \$4 million and their sustainably journey continues.

Port Melbourne

FMCG food processing
Iconic brand manufacturer

9.00am - noon

Visit in 60 seconds

- Exemplar operational excellence
- Sustainable practices
- Cultural transformation
- Process improvement
- Triple Bottom Line focus
- Lean deployment

10 August 2010

Goldacres Trading



www.goldacres.com.au

Operating from a modern purpose built complex covering 13 acres Goldacres has taken the design and manufacture of spray equipment to the next level of product performance and customer satisfaction. After all it is not every company that has a demanding proving track, and large customer and staff training facility onsite.

With origins dating back to the 1930s, Goldacres have seen and innovatively responded to many industry changes. Most notably a mechanisation revolution, the adoption of new technologies, and increasing environmental demands. Being engineering-led, their engineers have embraced new concepts such as direct chemical injection technology that saves chemical, fuel and time on sprayers. This alone means a reduction in the disposal of unused chemicals. In manufacturing wide ranging initiatives exist to promote environmentally sustainable work practices such as water collection and recycling to lessen demand on the town's water suppliers.

Ballarat

Regional manufacturing
Welding and fabrication

10.00am - 1.00pm

Visit in 60 seconds

- Design for manufacture
- Adoption of new technology
- Engineering led excellence
- Environmentally sustainable work practices
- Holistic customer experience

1 September 2010

Sancell



www.sancell.com.au

Amongst the most respected brand names within the plastic bubble packaging industry Sancell have a reputation for innovation, quality products and high service levels. With a focus on sustainability the company has led the way to produce environmentally friendly packaging solutions such as its first for Australia, EnviroBubble Range. Testament to this is its certification to quality standard ISO 9001-2000, environmental standard ISO 14001 and they are audited to Code Mark. Underpinning these standards is a genuine and evidenced holistic commitment to protecting the earth from concept to conclusion.

From its new fully integrated manufacturing warehousing and administration facilities it is well positioned to grow its \$20 million turnover which to date has consistently risen by more than 5% per annum and seen its employee numbers grow by 40% since 2000. Most notably they gain real Triple Bottom Line value by developing a culture of innovation, continuous improvement and sustainability.

Carrum Downs

Advanced manufacturing

10.00am - 1.00pm

Visit in 60 seconds

- Plastic bubble packaging
- Innovation reputation
- Focus upon environment
- Exemplar customer service
- Triple Bottom Line focus

2 September 2010

BlueScope Steel



www.bluescopesteel.com.au

BlueScope Steel is the largest publicly listed manufacturing company in Australia and the only local domestic flat steel maker. The company's products play a big part in people's everyday lives, being vital components in suburban houses, landmark buildings and structures and popular makes of cars. Employing approximately 8,500 people in Australia, with 1,800 located in Victoria, the largest of thirty state sites is the Western Port steel rolling, coating and painting plant, located on an 800-hectare site at Hastings. Other BlueScope businesses in Victoria include; BlueScope Lysaght, manufacturer of the LYSAGHT® range of premium building products, BlueScope Water, manufacturer of AQUAPLATE® steel rainwater tanks, and BlueScope Distribution processing and distribution centres.

Leading the way in developing tailored solutions to customers' product requirements, they are widely recognised for fostering the research and development of innovative steel solutions and for their strategic alliances with world-leading technical partners.

Hastings

Advanced manufacturing
Steel rolling mill

9.00am - noon

Visit in 60 seconds

- Largest publicly listed manufacturing company
- Flat steel producer
- Tailored customer solutions
- Innovative approach to research, design and strategic alliances

14 September 2010

Backwell IXL



www.ixlfoundry.com.au

For over 150 years Backwell IXL have been synonymous with Geelong and Victorian manufacturing. Family owned and with a proud history as a regional iconic brand their life started with appliance, metal stamping and metal casting operations. Whilst initially manufacturing stoves they now supply automotive components, and foundry products and continue to supply iconic bathroom heating products such as the IXL Tastic and Cannon Gas Log space heaters.

In 2007 Backwell IXL merged with Samford forming a new company employing 200 and in so doing combined high quality manufacturing with Australian-wide distribution of premium kitchen appliances such as Gaggenau, La Germania, Bertazzoni and NEFF.

No stranger to receiving accolades they have been beneficiaries of awards for supplier excellence, design and environmental activities and have been frequently commended for their work in Lean and continuous improvement by Ford, Toyota and the Industry Capacity Network to name but a few.

South Geelong

Advanced manufacturing
Metal fabrication

9.30am - 12.30pm

Visit in 60 seconds

- Multi-value stream enterprise
- High quality manufacturing
- Supplier development
- Design for manufacturing
- Triple Bottom Line principles
- Lean deployment

15 September 2010

Australian Turntable Company



www.turntables.com.au

The inspiration behind the creation of the Australian Turntable Company came from a founder's father. An 86 year of age gentleman who wished himself and his wife to always leave their property in a forward direction. The solution, a rotational movement system that since 1987 has driven the business increasingly to new heights. The applications for their systems are far and wide and enhance environments where space saving and safety needs are paramount such as in construction, industrial, exhibition and materials handling. Their exacting mechanical engineering systems are found beneath the world's largest revolving restaurant at 50 meters diameter in Tehran and rotating the splendor of new BMW and Rolls Royce cars in dealerships. They even have a more standard range for the domestic market.

With world-class quality systems in place and a global mindset they are living proof that companies can succeed on an international stage with a niche product.

Kangaroo Flat (Bendigo)

Regional manufacturing
Welding and fabrication

2.00pm - 5.00pm

Visit in 60 seconds

- Niche product
- Design and engineering led
- Global mindset
- World class quality systems

5 October 2010

Hazeldene's Chicken Farms



www.hazeldenes.com.au

With major customers including Coles, Foodworks, Metcash (IGA) and Woolworths it is a fair assumption that at some time Hazeldene's chicken has been the star attraction at an Aussie BBQ that you have attended. Established in 1957 as a hatching and egg operation, today the company is Australia's only fully integrated regional poultry processor. In 2006 its operation grew through the acquisition of Maitre De Foods, a further meat processor, from Mid West.

Being a highly efficient food processor veryday activities include managing and coordinating growing, processing, delivery fleet management, plant maintenance and laboratory testing. Whilst retaining the highest quality levels, like any driven business they are on a continual journey to improve operational excellence and efficiencies. Most notably non-unusable "waste" chicken has been eradicated from processes and water usage per bird has been reduced to 10 litres, whereas the industry commonly achieves 203 times that level!

Lockwood (Bendigo)

FMCG food processing

9.30am - 12.30pm

Visit in 60 seconds

- Fully integrated regional processor
- Major customers Coles and Foodworks
- Focus on Triple Bottom Line
- Waste removal
- Process improvement

5 October 2010

Ferguson Plarre Bakehouses



www.fergusonplarre.com.au

In its 109th year there is nothing old fashioned about Ferguson Plarre. To the contrary its sights are firmly upon business transformation through the development and adoption of sustainably practices in everything it does. Their strategy sounds simple. To reduce their environmental footprint whilst creating an infectious awareness amongst its employees, associates, suppliers, friends and customers about how they too can help improve the world they live in. Putting their words into action they are assertively demonstrating an unstoppable focus upon sustainability.

Most notably they have developed and constructed a new state-of-the-art bakery which harnesses waste heat from refrigeration systems, redistributes heat recovered from freshly baked products and employs new hybrid vehicle technologies to reduce their carbon footprint by over 5,000 tonnes of CO2 annually. But they haven't stopped there as Triple Bottom Line reporting has been introduced to ensure a totally holistic approach to its sustainability journey.

Keilor Park

FMCG manufacturing
Baked products

9.00am - noon

Visit in 60 seconds

- Sustainable business practices
- Envious environmental footprint
- State-of-the-art bakery
- Harness waste heat
- Focus on Triple Bottom Line
- Lean and green

19 October 2010

Champion Compressors



www.championcompressors.com.au

Becoming an Australian public company in 1987, Champion Compressors are now part of United Technologies Corporation (UTC), one of the world's largest companies with over 250,000 employees with annual turnover of over US\$55 billion. As a subsidiary of UTC, they join Otis Elevators, Carrier Air Conditioning, Hamilton Sunstrand, Sikorsky Helicopters, Pratt and Whitney Engines and Chubb Security. Combined they represent a technically advanced group of high quality companies operating across diverse industries from aerospace to security.

The largest manufacturer of rotary screw air compressors in Australia, 2009 saw the company open a new state-of-the-art manufacturing facilities in Dandenong from where its industrial range of compressors and ancillary equipment are designed, engineered and manufactured. An exemplar of wide ranging operational excellence methodologies, their focus upon strategic development over the last 10 years has been rewarded with double digit sales growth year-on-year, with export sales now of major importance.

Dandenong

Advanced manufacturing
Complex assembly

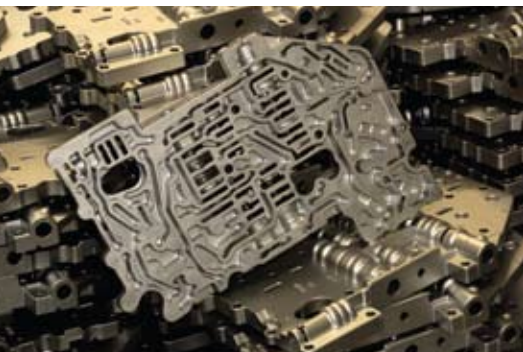
9.00am - noon

Visit in 60 seconds

- Design led enterprise
- State-of-the-art manufacturing and assembly
- Customer centric engineering
- ACE operational methodology excellence
- Largest manufacturer of rotary screw air compressors

21 October 2010

Mett



www.mett.com.au

Since 1983 Mett has been developing its reputation as a high precision automotive component manufacturer. Today the company employs 300 people who support customers such as General Motors in their USA, Canadian and Port Melbourne plants. Considered to be at the leading edge of aluminium high pressure and gravity die casting in Australia they command an impressive turnover in excess of \$55 million of which one third is attributed to domestic sales and two thirds export.

Their commitment to continuous improvement and service has resulted in numerous awards, including the prestigious GM Supplier of the Year award on 2 occasions. Underpinned by an investment in state-of-the-art facilities they are ISO 9001 and QS 9000 approved. A significant Victorian manufacturer, they have an enviable reputation in die casting, precision and high speed CNC machining, and product assembly and testing which is driven by their ongoing commitment to operational excellence.

Noble Park

Advanced manufacturing
Diecast CNC machining

1.00pm - 4.00pm

Visit in 60 seconds

- High precision automotive manufacturer
- Leading edge aluminium high pressure and gravity die casting
- High speed CNC machining
- GM supplier of the year
- Accredited to QS 9000

28 October 2010

Viridian Glass



www.viridianglass.com.au

Viridian Glass is the amalgamation of its founding company, Pilkington Australasia which began 130 years ago, acquired by CSR Limited in June 2007 and DMS Glass acquired in September 2007.

Today Viridian Glass is globally competitive, employing approximately 1800 people across Australia and New Zealand, 700 being in Victoria. In the last 3 years its Victorian manufacturing operation has benefited from a \$150 million investment leading to; an increased manufacturing capacity; the introduction of coated glass for energy efficient glazing; revolutionised road transportation of bulk glass through the introduction of float-liners; and the implementation of world's best practice in double glazing unit manufacture. Together these initiatives have significantly reduced the company's environmental footprint with major improvements in energy use, water consumption and packaging waste. Viridian Glass has embraced a 'Target of Zero Waste' where initiatives already in place have virtually eliminated packaging and inter-packing materials in product delivery.

Dandenong

Advanced manufacturing
Glass production

9.00am - noon

Visit in 60 seconds

- Globally competitive glass manufacturer
- Innovation focus
- Revolutionised bulk glass transportation
- World's best practice in double glazing
- Target zero waste
- Significant reduction in environmental footprint

9 November 2010

Black Widow



www.blackwidow4wdstorage.com

Being keen 4 wheel drive enthusiasts Mark and Karen Oliver founded Black Widow in 2001 to satisfy the poor provision of roller storage systems in the market. From the outset the company embraced innovation, continuous improvement and has never stopped learning or wishing to improve its manufacturing capabilities. Being a young company it has energetically grown its business to a compliment of 20 full time staff incorporating 5 product lines and 3 facilities.

80% of parts production is conducted in house with major processes being sheet metal fabrication, CNC timber cutting, welding and various fabric trimming and finishing. With aspirations to significantly grow their business they see transformation of operational systems as being vital to achieving this. 2 years ago their Lean journey commenced, which is now being furthered through the implementing of a tailored sustainability plan. In the last 12 months 7 new products have been launched to drive future sales.

New Gisborne

Regional manufacturing
Welding and fabrication

10.00am - 1.00pm

Visit in 60 seconds

- R&D focused company
- 7 new products in last 12 months
- Embracing Lean systems
- Tailored sustainability plan
- Regional ambassador for best practice

16 November 2010

Murray Goulburn Co-operative

Cobram



Wholly owned by dairy farmers since 1950 Murray Goulburn Co-operative is the largest Australian milk producer and one of Victoria's great manufacturers. With revenue in excess of \$2.4 billion in 2008/09 the company owns major dairy brands such as Devondale, which has doubled its sales since 2000 to over \$200 million per annum. Trading nationally and with export sales peaking \$1.4 billion in 2007/08 the company places innovation and operational excellence central to its activities. With a product development strategy that sees an increasing amount of milk turned into value-added products farm-gate returns continue to be lifted for its 2,500 supplier-shareholders.

Ethically principled, the company drives a wide range of sustainability initiatives looking at process improvement, leadership and farm stewardship from farm to factory. Energy and water usage and management is also on the agenda with facilities now using lower cost, lower-emissions fuels and recycled water respectively.

FMCG milk products

10.00am - 1.00pm

Visit in 60 seconds

- Australia's largest milk producer
- Entrepreneurship central to activities
- Value-added innovation
- Farm to factory stewardship
- Focused on energy and water sustainable

17 November 2010

Wickham Plastics

Braeside



Adept at managing its fortunes within the ever-changing Automotive industry, Wickham Plastics has developed a highly successful diversification program that enables the company to enter new markets whilst retaining automotive Tier 1 and 2 supplier status. Matching innovation with new market development the company continues to develop export sales in markets such as the USA, New Zealand, the Middle East and the UK. Sales growth has been spectacular over the last 19 years seeing a year-on-year growth of between 15-20%.

Employing 45 personnel the company works to the quality standards of TS 16949 Quality System and ISO 14001 Environmental Management System and have a zero landfill policy to further their sustainability credentials.

At the sharp end of innovation Wickham Plastics invest heavily in R&D and represent an excellent example of a manufacturer with its sights upon growing sales through unique product offerings, and ongoing pursuit of manufacturing and organisational excellence.

Advanced manufacturing Injection moulding and thermo plastic production

10.00am - 1.00pm

Visit in 60 seconds

- Innovation through R&D
- Highly successful diversification program
- Quality standards TS 16949 and IS 14001
- Pursuit of manufacturing excellence
- Lean systems deployment

23 November 2010

Cablex

Bentleigh East



One look at the Cablex customer list and you would be excused for thinking their industry was glamorous. Quite the contrary it is serious business supplying the aerospace and transportation industries, where safety and product integrity are critical. Considering themselves as a niche player in their market they have established facilities in Australia, China, India and the USA. Highly technical in nature their areas of expertise include design, manufacture and supply cable assemblies and harnesses for companies such as Airbus, Boeing and BAE Systems.

Pursuing excellence is a given to meet ever-increasing compliance thresholds and customer expectations. Employing 140 personnel at their Victorian facility they work to rigorous quality industry-specific standards and more generally work to ISO 9001:2000. Key activities range from prototyping through to manufacturing and platform installation. Their quest for continuous improvement is relentless as they remain at the cutting edge of innovation.

Advanced manufacturing Wiring harness and cable assembly

10.00am - 1.00pm

Visit in 60 seconds

- Niche manufacturer aerospace and defence
- Rigorous quality standards ISO 9001
- Prototype to manufacture
- Turnkey solutions
- Design and systems excellence

2 December 2010



Insights Guide

Learning to see

Exemplar recognition

In support and recognition of the 2010 Victorian Manufacturers Hall of Fame, the shortlisted nominees are the main feature of this series of Insight events. For these companies Insights represent an excellent opportunity, in their year of nomination, to gain further industry recognition as exemplars by hosting their own event.

Insights, showcasing and sharing

Like many other companies Insight hosts are on a journey of self-improvement in operational excellence and best practice. The continual cycle of cultural change, process evolution and transformation ensures competitiveness and sustainability in to the future.

Through the Insights program, hosts philanthropically open their doors to pre-approved participants who are looking for ideas to apply in their own operations. On the micro scale hosts help local Victorian businesses grow which in turn contributes towards the health, wealth and wellbeing of Victoria and Australia.

Learning to see

Whether a frequent participant of the Insights to Excellence (i2e) Insights program or new to the concept of 'learning to see' this year's series of Insight events offer invaluable and unprecedented access to exemplar companies that in many cases have never opened their doors to other businesses before. The potential therefore to find that elusive idea, process or know-how, whether in an allied industry or much farther afield, has never been greater.

We urge fellow process improvers to make the most of this Insights Guide and to keep an open-mind as to what the next step might look like along the path of continuous improvement and to participate in as many events as possible.

Achieving results

Insights follow proven technology diffusion methodology that statistically sees 85% of participants implement ideas as a direct result of the event. Lasting between 3 to 4 hours and attended by 20 to 50 people the learning experience is built

around a host presentation, Gemba walk and an educational 4x4 review process. Featuring; general impressions, feedback to the host, key learnings and action take-aways.

Insight events are also great networking opportunities through which ideas can be shared and developed with many participants coming back for more, time after time.

i2e, an essential partner

Online i2e provide information to be reviewed and shared with colleagues about this series of Insights and the wider program that features themed Insights and events on Innovation, Logistics, Service, Sustainability and Sensei master classes. Hosted by companies at the bleeding edge of Lean thinking, the Insights program is a vital tool and i2e an essential partner to have on a journey towards best practice and enterprise excellence.

Investing in excellence

Events featured within this Insights Guide form part of the Innovation Insights program, a Victorian Government initiative now in its 8th year. Facilitated by i2e, over 400 events have been hosted and attended by over 7,000 participants from over 1,500 different enterprises. Amongst the most successful of operational excellence initiatives, 98% of participants attend to get new ideas which when fully implemented result in improved enterprise capability, employment and exports for Victorian businesses.

How to use the Insights Guide

18 companies are featured and to make Insight selection easy, event listings are in chronological date order. Each host company is profiled to give a snap shot of their operation and this is further assisted through the Visit in 60 seconds.

Booking and payment

To book Insight events i2e have a dedicated and easy to use, fully encrypted online booking system at www.i2e.org.au. A not for profit organisation, i2e are required to levy a co-contribution fee on Insight participants, which is currently \$110 (+ GST), representing excellent value for money.

