



**Event:** Gemba Walk at Pettibone Traverse Lift, LLC  
**Speakers:** Scott Raffaelli  
**Date:** February 11, 2016  
**Location:** Pettibone Traverse Lift, LLC in Baraga, MI  
**We want to thank Pettibone**  
**For their generosity for sponsoring this fantastic event!**

The Michigan Lean Consortium (MLC) partnered with Pettibone for an event called “Gemba Walk” with on February 11, 2016.

Scott Raffaelli, Vice President of Operations for the Pettibone Heavy Equipment Group, shared the Pettibone story, and showed how the company applies the principles of Lean Manufacturing in a high mix – low volume environment. Concepts that are applied in the daily operations include Takt Time production, level loading, Just-In-Time delivery systems, value stream mapping, visual management / 5S, and other distribution systems including supermarket and water strider processes. Pettibone has also utilized the Lean tools to improve administrative processes and plant Safety.

**Speaker Bios:**



Scott attended Michigan Tech University (BSME '96). After college he began his career at Tyco International, working in their fire protection products division as a Manufacturing Engineer and Project Engineer, primarily focused on capital projects and continuous improvements to reduce operating costs. Eventually, he moved into a Production Management role, which included Six Sigma certification. In 2004, he was hired at Terex Corporation as a Lean Promotions Manager in their Aerial Work Platform division, primarily focused on the Genie Telehandler production line. As the department and the company grew, the position evolved into a facilitation and

mentoring role, while branching out to other Terex facilities throughout the U.S. The primary focus of this role was to utilize the tools of the Toyota Production System to facilitate continuous improvement activities, which included deployment of Kaizen events over a variety of product lines. Scott was promoted to Operations Manager in 2007, and shortly thereafter was enrolled in the Terex Operating System Specialist program. The purpose of this program was to train selected leadership to a higher level of understanding of Lean principles and how to apply them in a variety of environments. This included various consulting assignments and a trip to Japan to visit the roots of Lean Manufacturing. Throughout his career at Terex, Scott was mentored by Shingijutsu Consulting from Japan, which is one of the premier consulting firms in the world. Over that same time period, he led, facilitated, or consulted in over 100 Kaizen events while at Terex. Also, in conjunction with Michigan Tech University, he started a Lean Learning Laboratory, in which students would apply classroom concepts in a real-world factory environment.

Scott was hired at Pettibone in 2010 as the General Manager for the Pettibone Traverse Facility in Baraga. Since then, he was promoted to the Director of Manufacturing and Continuous Improvement, and eventually into his current role as the Vice President of Operations for the Pettibone Heavy Group, consisting of the facility in Baraga, MI and Superior, WI.

Approximately 20 people attended this event in Baraga.



The mission of the MLC is to offer a diverse network of knowledgeable lean professionals who come together to share innovative practices. The organization aims to create a lean culture in Michigan to ensure sustainable competitive advantage, which could translate into healthier businesses that offer more job opportunities leading to economic growth in the state.