



CKCA National Roundtable Discussion #3

**Manufacturers talk Business Resilience –
Lessons Learned and Strategies to Keep Going!**

July 9, 2020

Welcome!



CKCA's Vision

The Canadian Kitchen Cabinet Association (CKCA) will inspire progress and innovation in the Canadian kitchen manufacturing industry, by promoting excellence, facilitating continuous improvement and working to ensure high standards for design and manufacturing are upheld by members.

We are here to support you!



Heidi Boudreault
Denca Cabinets



Selene Yuen
Selenium Interiors

Presenters



Stephan Kleiser
Editor



Ken Ellston
Director Sales & Service



William Martucci
Ontario Area Sales Manager



AGENDA

1. Welcome and introductions
2. Ken Ellston, Weinig Holzher
3. Heidi Boudreault, Denca Cabinets
4. William Martucci, Grass Canada
5. Selene Yuen, Selenium Interiors
6. Stephan Kleiser, Moderator for Q&A/Roundtable Discussion
– we can extend an extra 15 mins if needed!
7. On-line forum discussions/handouts/recordings available afterwards.

Feel free to contact us any time: Sandra Wood, Executive Director, CKCA Email sandra@ckca.ca or call 613-493-5858.



GOAL

- Connect you with colleagues in the industry who understand your challenges
- Deliver some insights on how to navigate through a crisis such as Covid-19
- Help you build relationships with others because no one is alone.
- Get at the solutions - many solutions come from within the industry- you know your business best




Business Resilience

by

Heidi Boudreault

dencia
CABINETS
from concept to completion™ since 1977

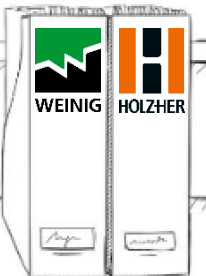
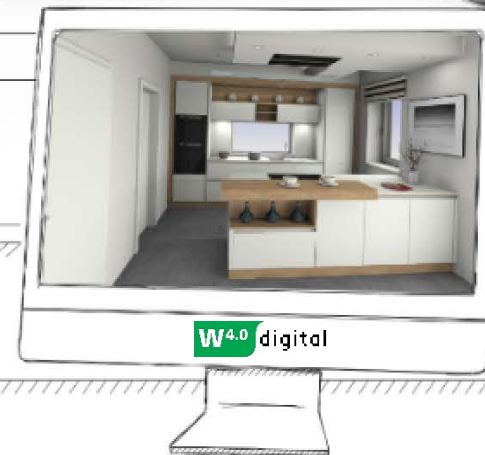
**Presentation follows after a few
slides from our sponsor**



TRENDING: PRE & POST PANDEMIC



Weinig Holzher Canada proud member of the



AUTOMATION

P eople

- Reduce injury
- Physical Distancing
- Safety

P roduction

- Capacity flexibility
- Increased quality
- Reliability

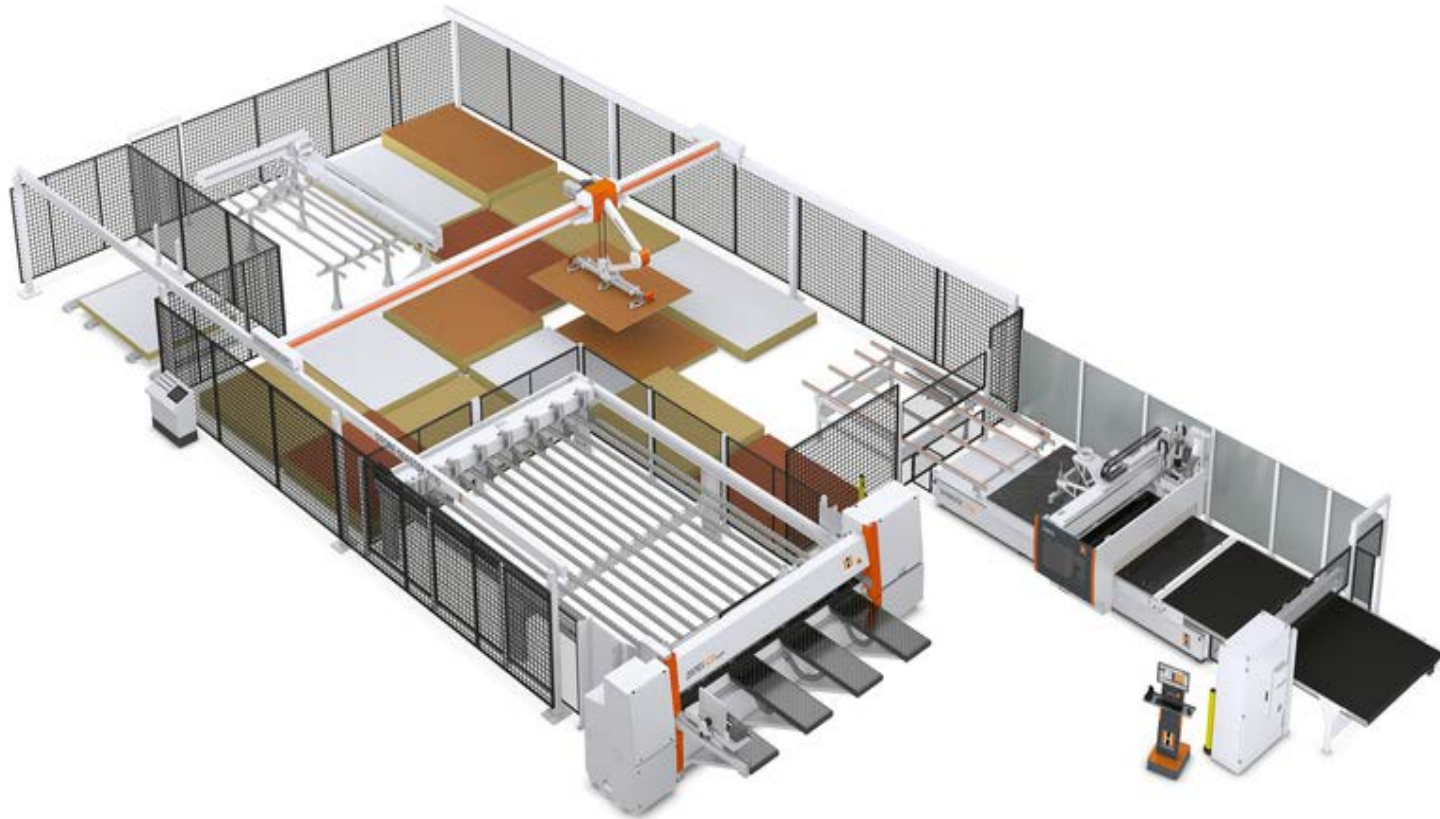
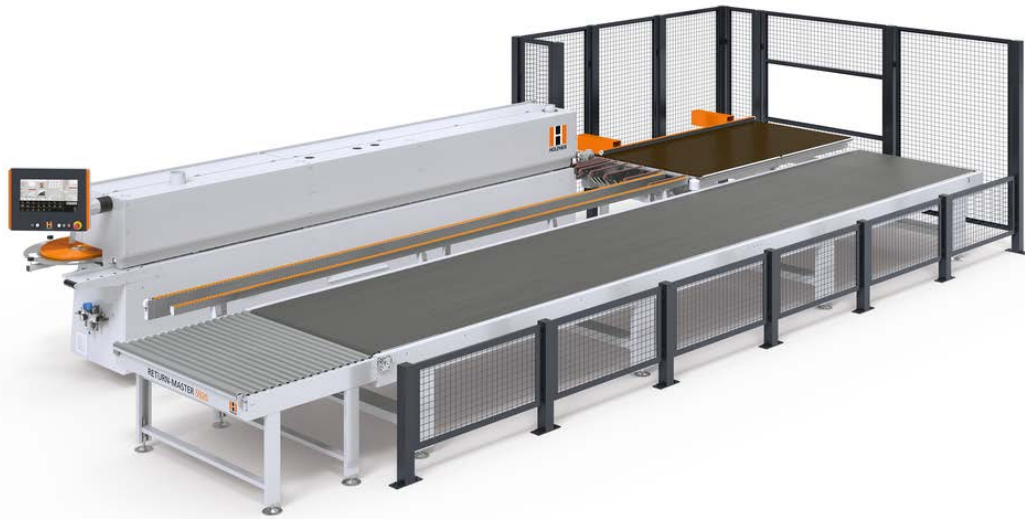
P reparation

- Ready for growth
- Adapt to new trends
- New generation

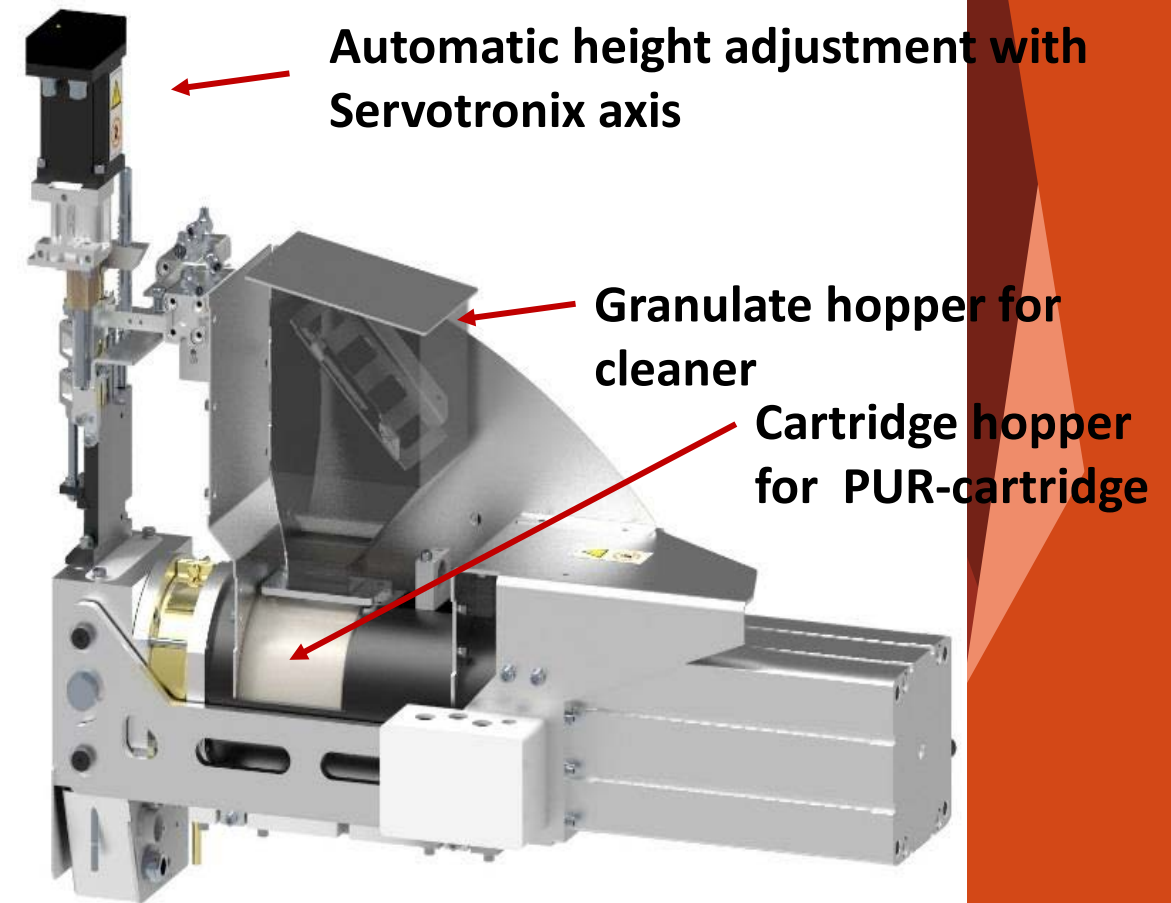
P rofit

- Greater efficiency
- Reduced Waste
- Tracking / Tracing





Glu Jet



WEINIG HOLZ-HER CANADA
4345 Autoroute des Laurentides
Laval, QC H7L 5W5

info-canada@weinig.com
1-800-361-9367



A bit about me

- ❖ My name is Heidi Boudreault, Co-owner of **Denca Cabinets** based in Calgary, Alberta. My husband Dominic & I are 2nd generation owners.
- ❖ I have been in the Cabinet industry, according to this photo evidence since I was 8! But officially since 2003.
- ❖ My primary roles are business management and marketing.



denca

With Denmark in my family roots and Canada my parents new home, our name was formed Den-Ca (Denmark-Canada)

- ❖ My parents founded denca in 1977
- ❖ Known as the pioneers of bringing modern European frameless cabinetry design & Danish master craftsmanship
- ❖ 5,000 sq ft showroom, 30,000 sq ft manufacturing facility
- ❖ 40 employees, including a skilled staff of interior designers, engineering team, cabinet makers, sprayers & installers.



Business Resilience



Risk Assessment - Identify

- Covid-19 Risk identifier
 - Financial business aspects: What is happening with your customer?
 - People: What risk exists to the safety of people, clients and others? What could negatively impact employee engagement and motivations?
 - Supply & operations: Have you defined your supply chain & production risks? How are operational processes impacted?
 - Demand and commercial activities; How will demand disruptions impact you? How have customers interactions changed?

Analyze - Business Impact

- Respond instead of react; take the time to properly respond.



Analyze - Business Impact

- Assess the threat:
 - Employee safety,
 - Sales & Cash flow
 - Government restrictions &
 - Employee confidence
 - Customer communication plan; Marketing



"in uncertain times cash is king"

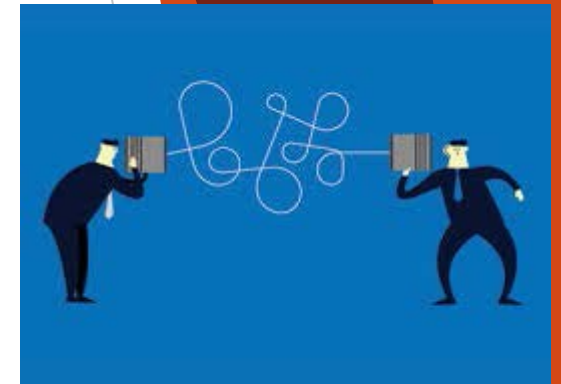
"Raise your hand
and ask for help."

Marley Majcher, author,
But Are You Making Any Money?

Design & Execute

➤ Communicate with employees

- Department meetings to implement new safety plan throughout the organization including social distancing, restricted zones
- Set up sanitizing stations & cleaning routine
- Any employees who could work from home did.
- Training plan:
 - Employees were trained on how to do Zoom conferencing also on
 - how to direct a meeting with new restrictions in place. On site.
 - How to work safe.
 - How to interact with others while on the job.



Design & Execute

➤ Financial

- extend line of credit

➤ Sales forecast

- Review financials

➤ Expenses

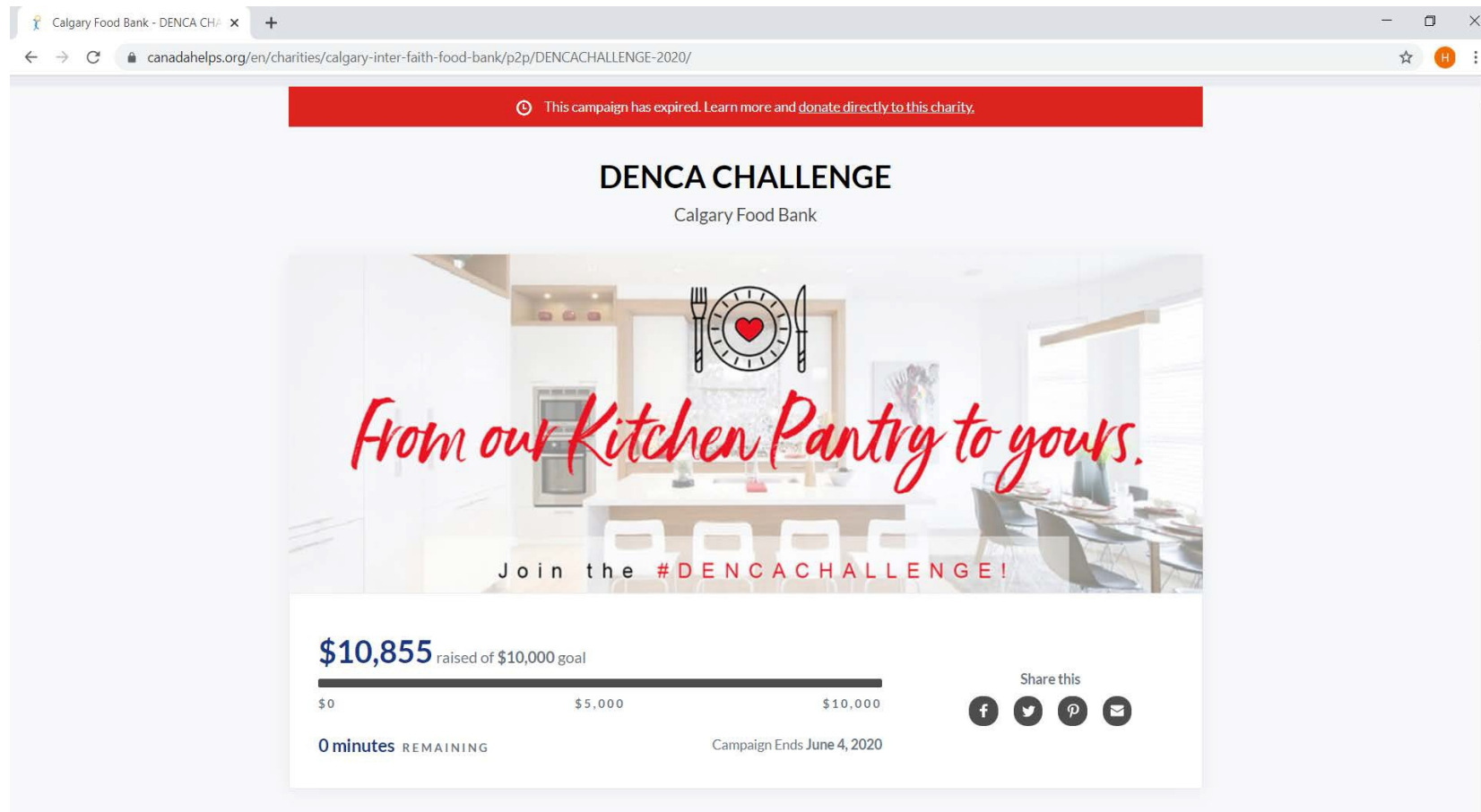
- implement Employee layoff & recovery plan
- Adjust inventory purchases for shop/spraybooth



Execute- Plan Development

- Opportunities
 - Marketing
 - Communicate with existing and older customers
 - BE..LIVE..SUPPORT #Local
 - Remind customer of product lines we already offer for instance; the home office





- ❖ Free Radio interview
- ❖ Free advertising with Avenue Magazine
- ❖ And gave us something to talk about - we emailed it to our 100's of old & existing denca customers and the response was outstanding

Wolki,9 f'''''' t.oi.... l:ih...
lock,ωH- OH MY!

NEEP SPACE! NEW FUNCTION!

d e n c a C A B I N E T S HAS THE SOLUTIONS

/nnovarivc Space Design for the
new l'lOlmaf you need and want
:it home.



Home Offices | Work Spaces | Kitchens
Laundry Rooms | Bathrooms | Closets

BE! LIVE! SUPPORT!
Family owned & operated

#LOCAL

From Concept to Completion™ since 1977.

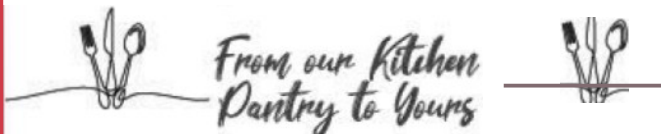
Trust the DENCA EXPERIENCE
Calgary's largest LOCAL cabinet manufacturer.

denca.ca | 403-252-5552

d e n c a C A B I N E T S

from concept to
completion™
since 1977

BE! LIVE! SUPPORT! **#LOCAL**
Family owned & operated



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TRUST THE DENCA EXPERIENCE

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Calgary's largest LOCAL cabinet manufacturer

denca
CABINETS

6 BENEFITS OF HAVING AN ENGAGED WORKFORCE



1. Increased productivity

Engaged employees work harder and are far more productive than those with poor morale.



2. Hitting objectives

An engaged workforce is more motivated and wants to hit targets and objectives.



3. Committed workforce

When the chips are down, an engaged workforce will stay late to finish the job, while the disengaged are on the bus home.



4. Keeping costs down

It can cost £30k plus to replace a knowledgeable employee. Keep those people around.



5. Stay ahead of competitors

If you have a committed, productive team, who reach targets - you're winning!



6. Recruiting the best

Word travels. If you are looking after your staff, it'll reflect in your applicants and you'll attract the best candidates.

THINK
OUTSIDE
THE
BOX

Lessons Learnt

- Find new Revenue Streams
 - Created a Mid price point cabinet line
 - Looked for complimentary products to add to our offerings
 - A closet line
 - Murphy beds
 - Furniture pieces
 - Millwork



LESSONS LEARNED















Measure - Test, train & maintain

Resilience – keep what works, discard what doesn't, and always be prepared to pivot, every single day.



**Selenium's presentation is up
next! A few slides from our
sponsors...**

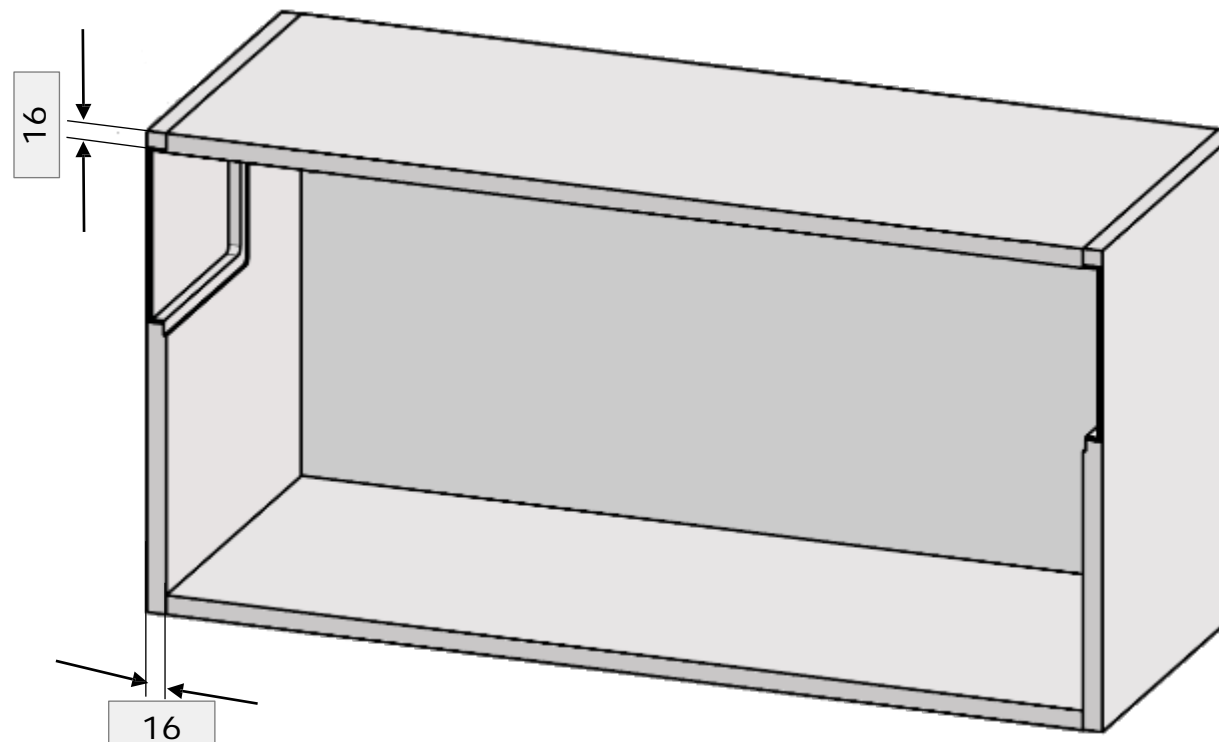
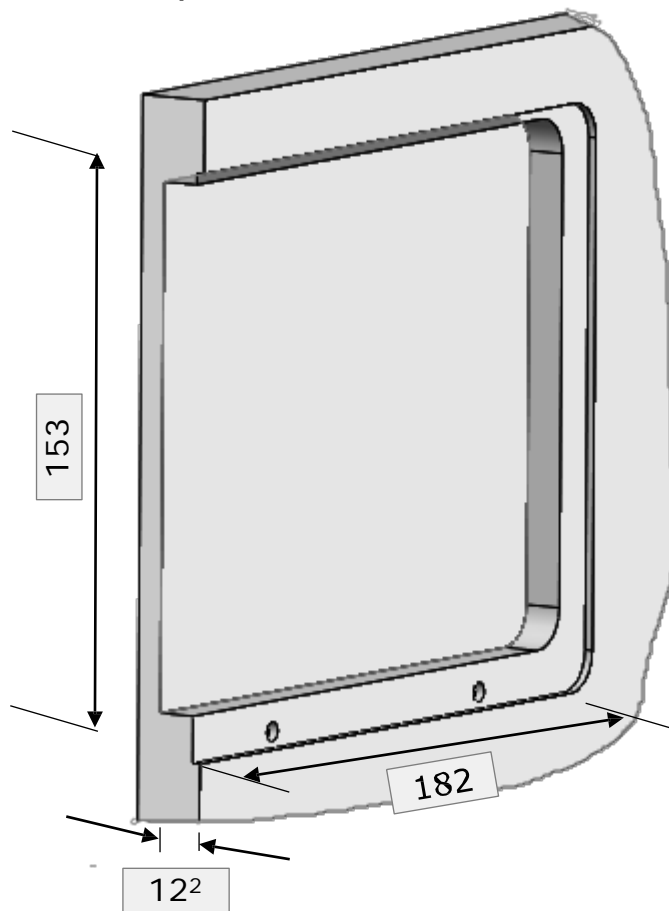
KINVARO T-SLIM

Flap-Stay



Installation

12,2mm depth, for 16mm side





- 100% Cabinet Space
- Integrated Angle Reducer
- 3 Power Factor Ranges
- 3D Adjustment
- Paintable Cover Caps



GRASS CANADA CONTACTS

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Eastern Canada:

Charles Daneau

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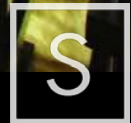
G*GRASS



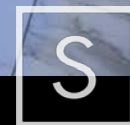
SELENIUM



SELENIUM
kitchens | custom cabinetry | millwork



SELENIUM
kitchens | custom cabinetry | millwork

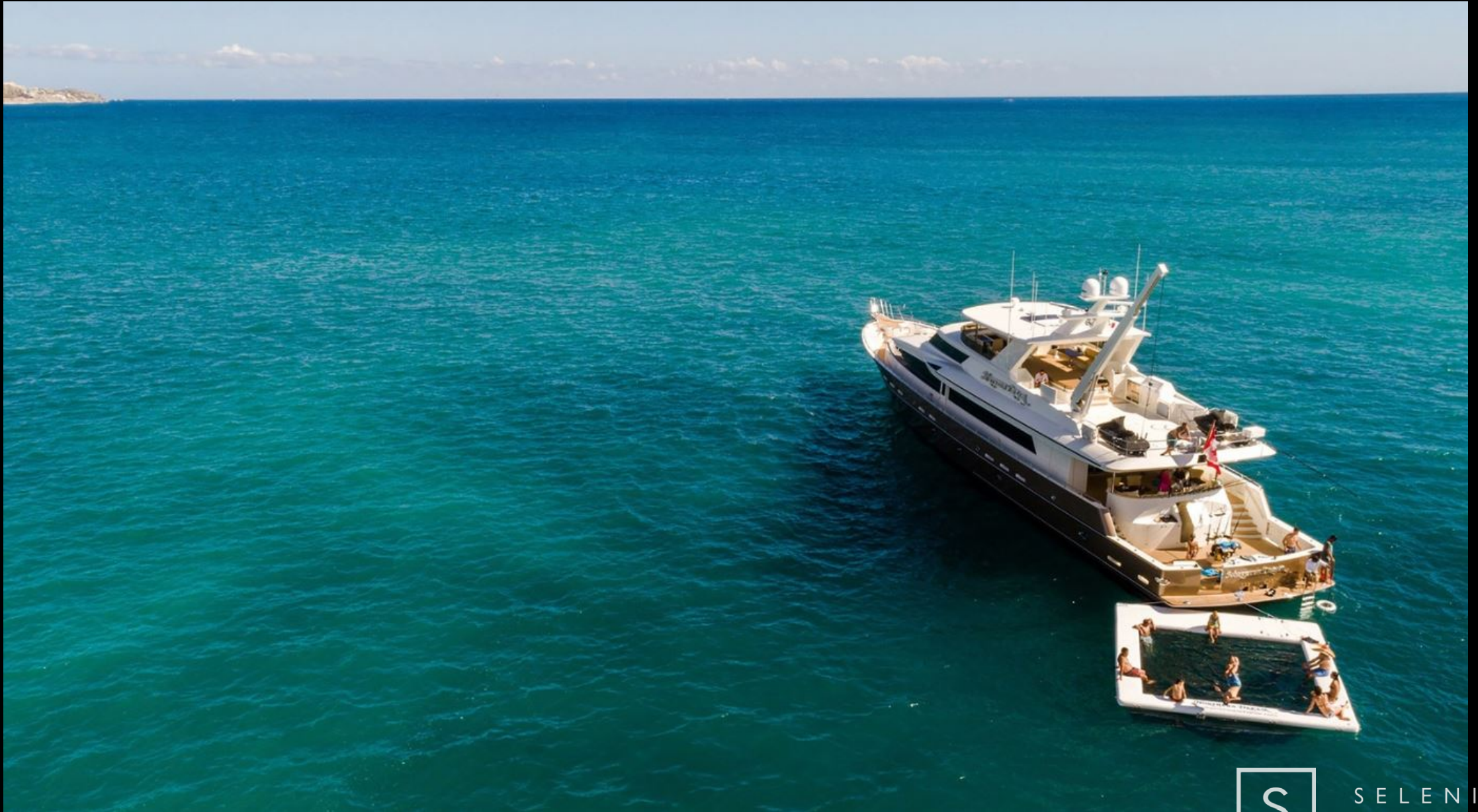


SELENIUM
kitchens | custom cabinetry | millwork



S E L E N I U M

kitchens | residential cabinetry | architectural millwork



SELENIUM
kitchens | custom cabinetry | millwork



SELENIUM
kitchens | custom cabinetry | millwork



I think maybe we all feel a little lost.

Sometimes it seems like the world has broken into a bunch of little pieces and we're all trying to put it back together in a way that makes sense. Including who we are and how we fit into it.







ensemble shields
acrylic hygiene barriers

ensemble shields
acrylic hygiene barriers

**PROTECT
YOUR
STAFF**

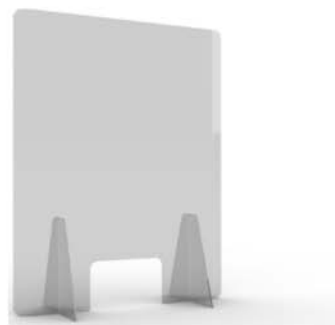
**REASSURE
YOUR
CUSTOMERS**



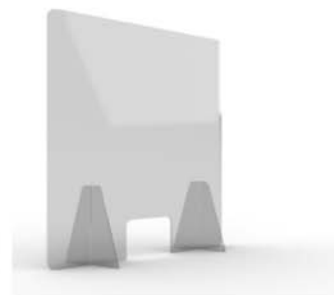
Our acrylic hygiene barriers are one clear step in the fight against COVID-19.

- Helps stop virus-carrying airborne particles spread by sneezing and coughing
- Easy set-up
- Variety of sizes
- Fast shipping

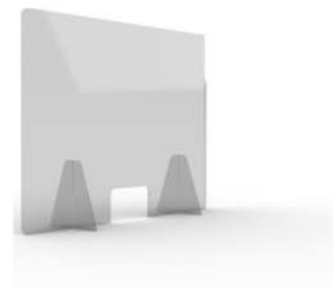
(780) 758-7578 • ensembleshields.ca • proudly made in 🇨🇦



25" x 36" Barrier
CAD\$125.00



35" x 36" Barrier
CAD\$195.00



45" x 36" Barrier
CAD\$249.00

ensemble shields
acrylic hygiene barriers

**PROTECT
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STAFF**

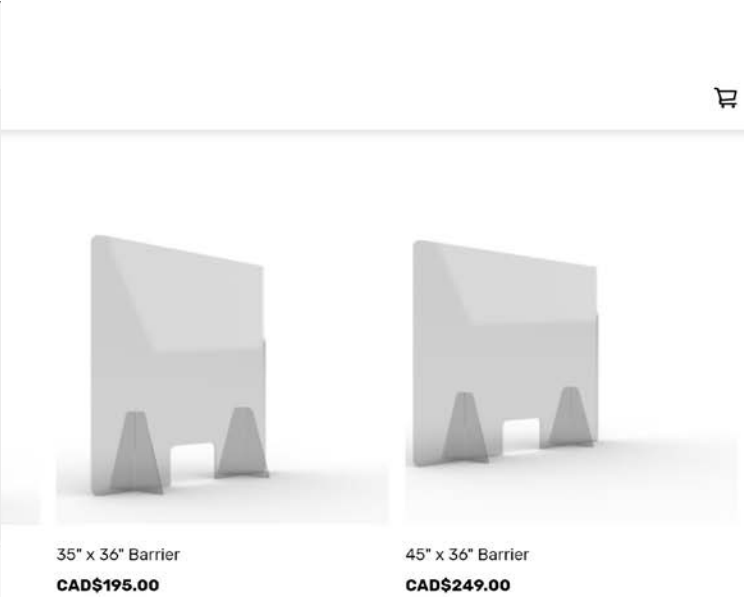
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ensemble shields
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TEAMWORK

We collaborate because we accomplish more, together.

OPEN

We listen and learn. **Helpful insight can come from anyone, anywhere.**

DO WHAT IT TAKES

We're committed and conscientious, and we're not done until we've balanced value and quality.

QUALITY

We believe that a quality process (our attitude + our actions) results in a quality product.

and when we do all these things, we

GROW

as we head for the top of the mountain.

What do you do
when you don't know
what to do?

sleep | eat | sweat

sleep | eat | sweat

MY FITNESS PAL for diet, exercise | STRAVA for exercise, social

continuous education | (this is like food)

- business support groups like the CKCA/CFIB
 - mentorship or accountability partners
- podcasts: Adam Grant's WorkLife, Genius Network, I Love Marketing
 - email newsletters: Benjamin Hardy, James Clear
- business apps have great blogs: When I Work (HR), HubSpot (Sales)

people | (this is like sleep)

- we need to share the load with others so we can rest
- **lean on your team:** Bi-weekly brainstorming sessions enhances knowledge sharing, and also raises morale and staff engagement
- **lean on your community:** Whats App Groups / Slack Channels

Other business owners are generous + smart, and they are happy to support and share

kaizen thinking | (this is not like exercise)

(but the story is about exercise...)

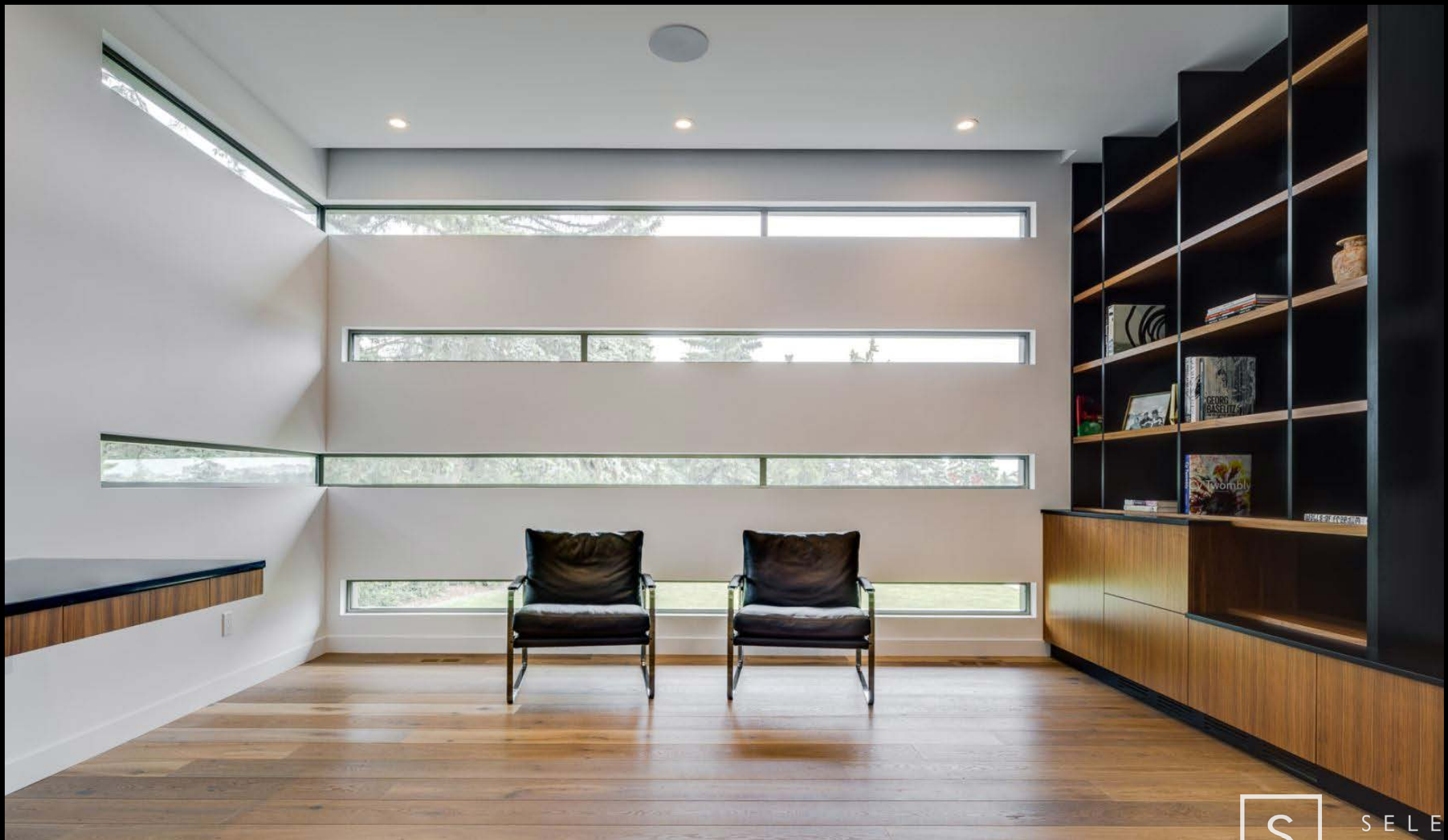
After 100 years of mediocrity, Team Sky took Britain to the top of the cycling world. During the ten-year span from 2007 to 2017, British cyclists won 178 world championships and 66 Olympic or Paralympic gold medals and captured 5 Tour de France victories in what is widely regarded as the most successful run in cycling history.

Performance Director Dave Brailsford had I

- keep moving forward in small increments
- make improvements 1% at a time

<https://jamesclear.com/marginal-gains>

What's next?



SELENIUM
kitchens | custom cabinetry | millwork



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*Life is 10 percent
what happens to
you and 90
percent how you
respond to it.*

LOU HOLTZ

"WHAT IF I
FAIL?"
"OH BUT
MY
DARLING,
WHAT IF
YOU FLY?"
-ERIN HANSON

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LOU HOLTZ

"I've missed more than
9,000 shots in my career.
I've lost almost 300 games.
26 times I've been trusted
to take the game winning
shot and missed.
I've failed over and over
and over again in my life.
And that is why I succeed."

~ Michael Jordan





THANK YOU!
Presenters
Heidi Boudreault,
Denca
& Selene Yuen,
Selenium Interiors
&



Our sponsors





Q&A

**Stephan Kleiser, Moderator
Woodworking Canada**

It's your turn to talk!



**Thank you Stephan Kleiser, Moderator Q&A's
Woodworking Canada**

*Watch for our next
webinar and more
announcements soon!*