

the importance of excellence and
innovation that has opened doors
to the global marketplace

Tony Barnes, CFO, HFI Pyrotechnics Inc.

Who on earth is HFI Pyrotechnics ?
Where on earth is HFI Pyrotechnics?
.... And what on earth do they do?

We are a privately owned Canadian manufacturing company

This year we are celebrating our 140th anniversary

We are ISO 9001-2008 certified

We occupy a 500 acre site in Edwardsburgh/Cardinal township

With an additional assembly plant in Elizabethtown/Kitley

We are well along the road to doubling our pre-2008 size from 40 employees to 80...

... as a result of successfully competing for 2 large 5 year US Navy contracts

We manufacture smoke:



,

light

Trip Flare = 35,000 candle power for 55 seconds



..and sound devices

- for military signalling, training, marking and simulation exercises
- We import and distribute 30-40 container loads of consumer and display fireworks each year
- We supply fireworks shows, with or without people to fire them, to municipal customers all across Canada
- We fire International Fireworks Competitions, like this one a couple of months back in Sherbrooke, Quebec....

We represented Ontario in this seven night, seven show competition....

... but its been a rocky road to get here over the last 140 years, and in 2008, following cessation of all fireworks manufacture:

- We had shrunk from a peak of 300 employees to around 30 employees
- Experienced a major industrial accident – fined \$50,000 by DOL
- Burned down one of our key inert storage and workshop buildings

- New President & CFO
- Strategic Planning Session
- New Mission Statement:

“ HFI’s mission is to be the premier producer of military quality pyrotechnic devices.”

Now the real work begins

- Team building, identification and removal of barriers
 - Took time – 4 full day facilitated off site sessions
- Develop the plan:

HFI Strategic Planning Matrix

HFI's mission is to be the premier producer of military quality pyrotechnic devices.					
ISO 9001 - 2008					
Improve competitiveness of existing products sold to existing customers/markets	Develop new products and/or services to sell to existing geographic market – but potentially new customers	Sell existing products to new geographic markets	Sell products manufactured by others to existing geographic market	Sell products manufactured by others to new geographic markets	Develop new products and/or services to sell to new geographic markets

Step 1:

Improve
competitiveness of
existing products sold
to existing
customers/markets

- Competitiveness from a customer's perspective means reliability, affordability and availability:
 - Some of the things we did:
 - Organisation Chart
 - Policies and procedures
 - Health and Safety focus
 - LEAN, LEAN, LEAN, LEAN
 - 6 S's
 - Fishbone
 - Standard Work
 - Job Descriptions
 - Employee Handbook
 - Goal Setting, performance monitoring
 - 8 wastes
 - 5 Whys
 - A3's
 - Profit Sharing

Step 2:

Say what you do
Do what you say
Continuously improve

Intertek



Certificate Number
QMS-0576

Initial Certification Date
June 9, 2010

Certificate Issue Date
June 9, 2010

Certificate Expiry Date
June 9, 2013



Certificate of Registration

The following organization's quality management system has been assessed and registered by Intertek Testing Services NA Ltd. as conforming to the requirements of:

ISO 9001:2008

Organization:

HFI Pyrotechnics Inc.

3322 Hands Road, R.R. # 4, Prescott, Ontario, K0E 1T0, Canada

The Quality Management System is applicable to:

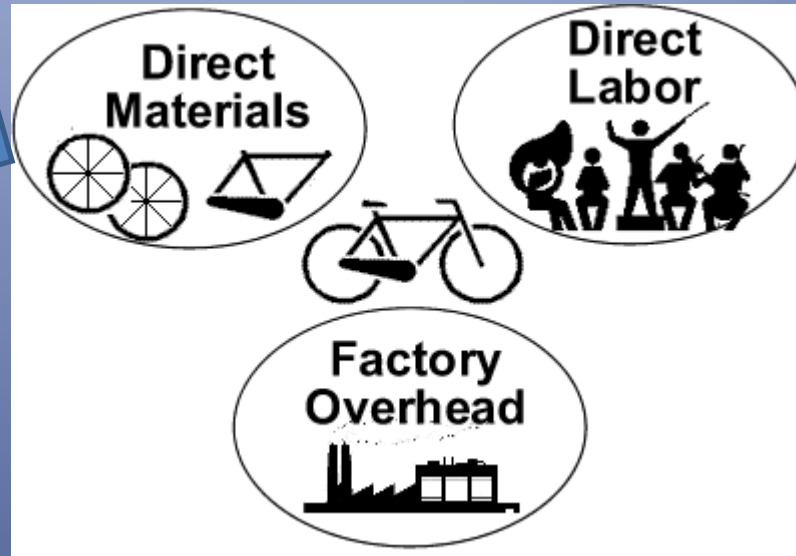
Design, manufacture and distribution of commercial and military pyrotechnics.

In the issuance of this certificate, Intertek assumes no liability to any party other than to the Client, and then only in accordance with the agreed upon Certification Agreement.

A handwritten signature in black ink.

Intertek Testing Services NA Ltd. – Lachine, QC, Canada

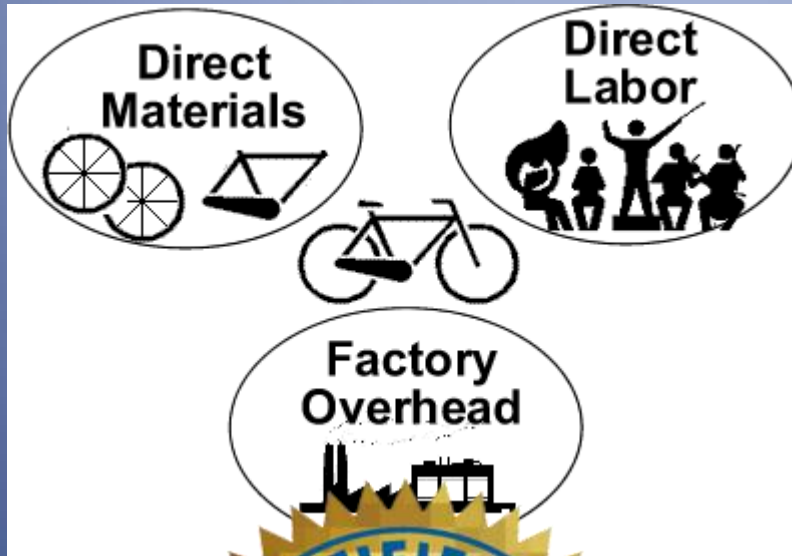
Step 3:



Scour the planet for the most competitive sources of components – but remember our working definition of “competitive”:

Competitiveness from a customer’s perspective means reliability, affordability and availability

When you are satisfied that you have all your ducks in a row....

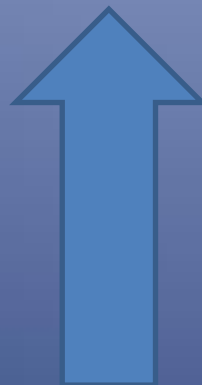


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We had help along the way.....

EODP – Internships – 5 in 5 years – 4 interns still on staff

AIME (Manufacturing Excellence) Initiative – Yves Landry Foundation – OCC – LEAN training

IRAP – Youth Employment Strategy – global supply sourcing project


EMA (Export Market Access) – OCC – Support for Export Missions

GOA (Global Opportunities Assistance) – former

PEMD – Support for Export Missions

EODF – Support for job creation

SR&ED – Support for Research and Experimental Development



We took all
the help we
could get!

**the
bottom
line**

- Have a niche product or service
- Become a globally competitive producer/supplier of that product/service
- Think and act globally
- If at first you don't succeed.....
- Continuously improve

Economic Development In UCLG



... and just possibly.....

Money.....

