



**Responsible. Agile. Scalable.**  
*Your industrial problem solver for 25 years*



## INDIGENOUS-OWNED

Pro Metal Industries is one of the only 100% First Nations-owned manufacturing enterprises in Canada.

## DIVERSITY-DRIVEN

From mining to military, aerospace to agriculture, we have the expertise to tackle any project.

## VALUES-BASED

Our customers deserve quality, reliability, efficiency, on-time delivery, and affordability. That's what we offer.



# Pro Metal Industries

- 45,000-square-foot facility located in Regina, Saskatchewan
- Owned and operated by Pasqua First Nation
- Western Canada's premier precision, custom manufacturing, assembly, and fabrication specialist
- Leverages a world-class, Deming-based process management approach to service and operations



# Markets We Serve

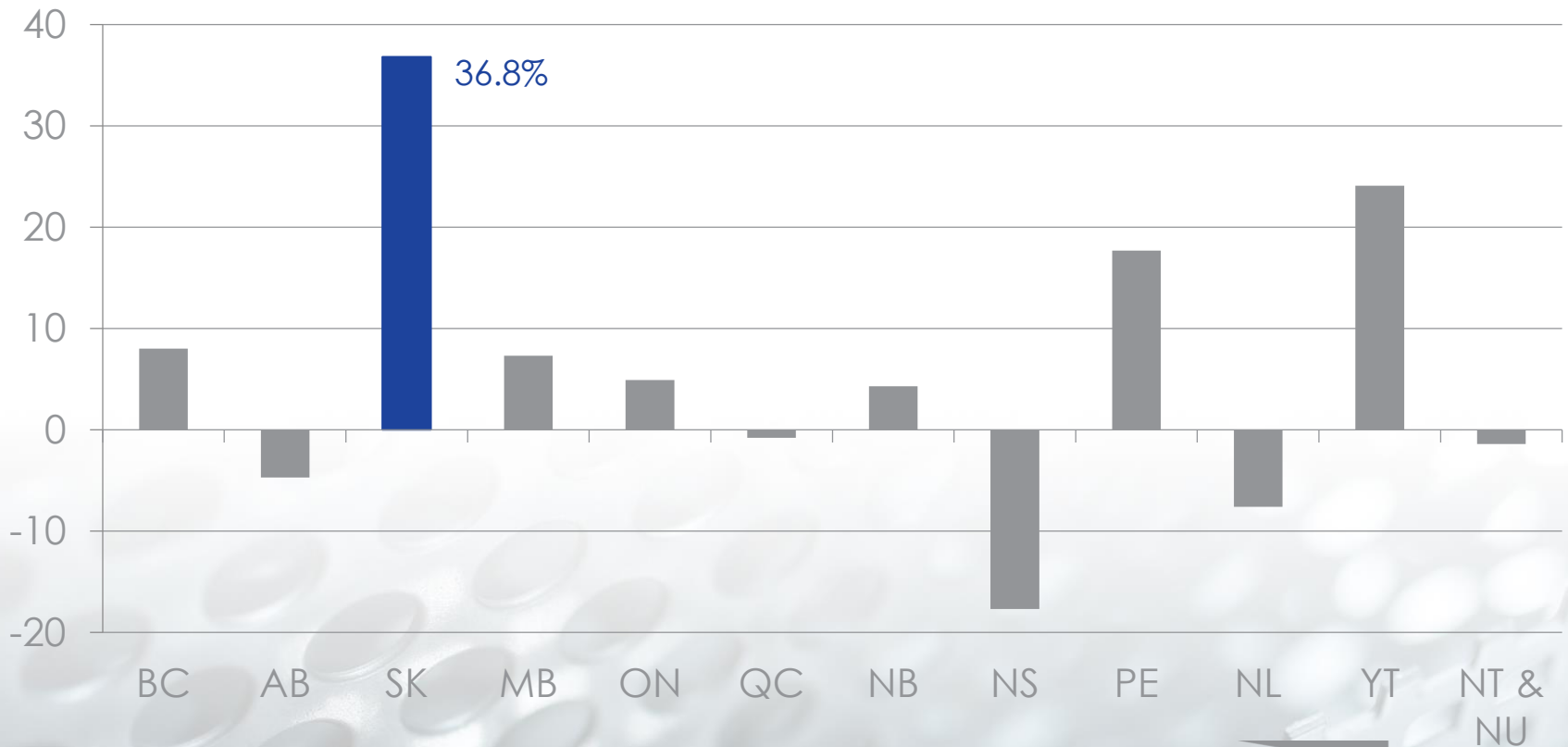
- Natural resource development
- Agriculture
- Architecture
- Clean technology
- Aerospace and defence (Canada's only 100% Indigenous-owned military supplier)
- Industrial construction

# Why Manufacturing?

- Manufacturing in SK has led Canada in growth over the past decade, outpacing the national average 36.8% to 2.8%, to almost **\$14.3 billion** annually
- Average employee weekly earnings **14% higher** than the provincial average for all industries, driving wealth in our communities
- Diverse, customer base, including agriculture and natural resources domestically; roughly **40%** of everything produced is exported globally

# Manufacturing Sales

% Change, Past Decade (2007-16), By Province



# Should we buy or be involved in an opportunity as a business development group?

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Here are some factors you need to consider

# Four Starting Questions

1. How large is the market for the product or service?
2. Can it be produced and priced in a way where there is margin and profit available?
3. How much capital will be required to take the product or service to market — and in a way that allows you to **dominate the market**?
4. Will the enterprise that delivers the product or service be subject to, or held hostage by, an individual that demonstrates mental health issues?

**If the answer to #4 is yes, run — don't walk — away from the deal.**

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It may seem like an odd question to consider, but it is critical. Entering into a business partnership with someone who does not understand their responsibilities to others is a recipe to lose money.



# Answer Honestly!

- Mental health issues can reside on either side of an investment transaction
- These issues can take the form of a skewed view on reality, unreasonably minimized risk, justification of bad decisions, etc.
- Could be driven by fear of exposure
- Founders, business owners, and senior executives are not immune!

# 1. Market Size

- Effectively evaluating market potential will help you determine:
  - > The effort and resources (time and money) needed to deploy
  - > The risk and reward of the investment
- Spending a lot to satisfy a small market base usually yields disappointment — it could be a *niche or lifestyle* company ... fun but not a good investment

## 2. Margin & Profitability

- Is the product or service a *commodity*?
- Will the marketplace be willing to pay what you must charge to profitably deliver a solution to their problem?
- Are competitors delivering similar or other solutions at a low cost?
- **Why enter into a competition that is really a race to the bottom?**

# 3. Investment to Deploy

- Be realistic about your financial resources and your willingness to part with them
- When you evaluate an investment, understand the limitations of the current system — look for opportunities to improve performance in a way that would allow you to dominate the market
- If you are not in a position to make the investment needed to be *the best*, don't invest
- Plan to invest at a level that will help help build a *model company*. There is no such thing as a free lunch!

# Have Real Expectations

- **Expect** to find every enterprise you look at to be poorly run and poorly designed
- **Expect** every subject will be described in the best possible light by those seeking the investment — you will not be told the truth, or at least the *whole* truth
- **Expect** to look beyond spreadsheets and financials — a deep understanding of the management theories and system is the only way to understand the actual value

# Final Thoughts

- You must have a capable **method** of accomplishing your investment goal — absent of this, you are just hoping and guessing
- Be prepared to **fully redesign** any enterprise you invest in to realize its full potential, and to maximize your ROI
- Take your time, and commit the capital and resources, to **do it right the first time** — cheaper seldom ends up being less expensive

# Contact

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# What markets do we serve?

- Natural resource development
- Agriculture
- Architecture
- Clean technology
- Aerospace and defence (the only 100% Indigenous-owned military supplier in Canada)
- Industrial construction

# What are our capacities?

- Controlled goods compliant
- CWB- and AWS-certified welders
- Ballistic steel welding and fabrication
- Full CNC cutting, forming, and milling capacities
- 3D scanning
- Painting, coating, and sandblasting
- Aluminum and stainless steel expertise
- ISO-equivalency

# What can you expect from us?

- Superior quality of product and process
- Reliability of performance
- Efficiency of scheduling and turnaround
- On-time delivery
- Affordability of service

# Application of Deming-Based Process Management Principles

# What is it?

- Dr. W. Edward Deming's *System of Profound Knowledge* teaches 14 principles of business excellence that govern work flow and the development of people
- Widely regarded as the 'grandfather' of lean, Dr. Deming's philosophy is incorporated into business schools and manufacturing facilities around the world as a foundation for efficiency, quality, safety, and profitability

# What does it look like?

- In practice, Deming's theories closely resemble *lean management*, but applied simultaneously through every facet of the business
- Employee-led, interactive process mapping, continuously refined on a daily basis to drive improved outcomes
- Elements of visual management — learning by seeing (heavy use of explanatory photos and videos), and real-time visibility to system-wide processes and performance

# Can you give me examples?

Absolutely! The Pro Metal team meets for an hour each morning to:

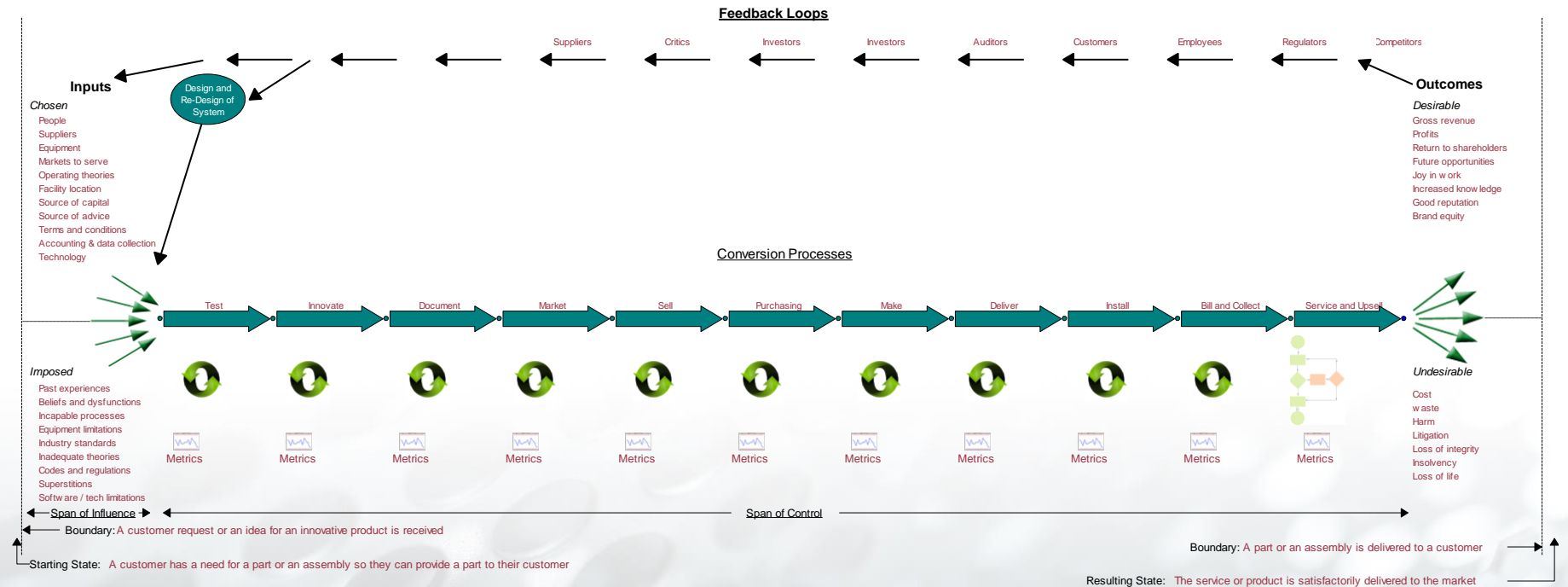
- Create systems and process flow diagrams, outlining step-by-step work and capturing (for elimination) non-value-adding activity
- Conduct failure mode and effect analysis to prevent defects from reaching the customer — a best practice in global QA control



# Full Visibility to Operations

Name: ProMetal Industries LTD

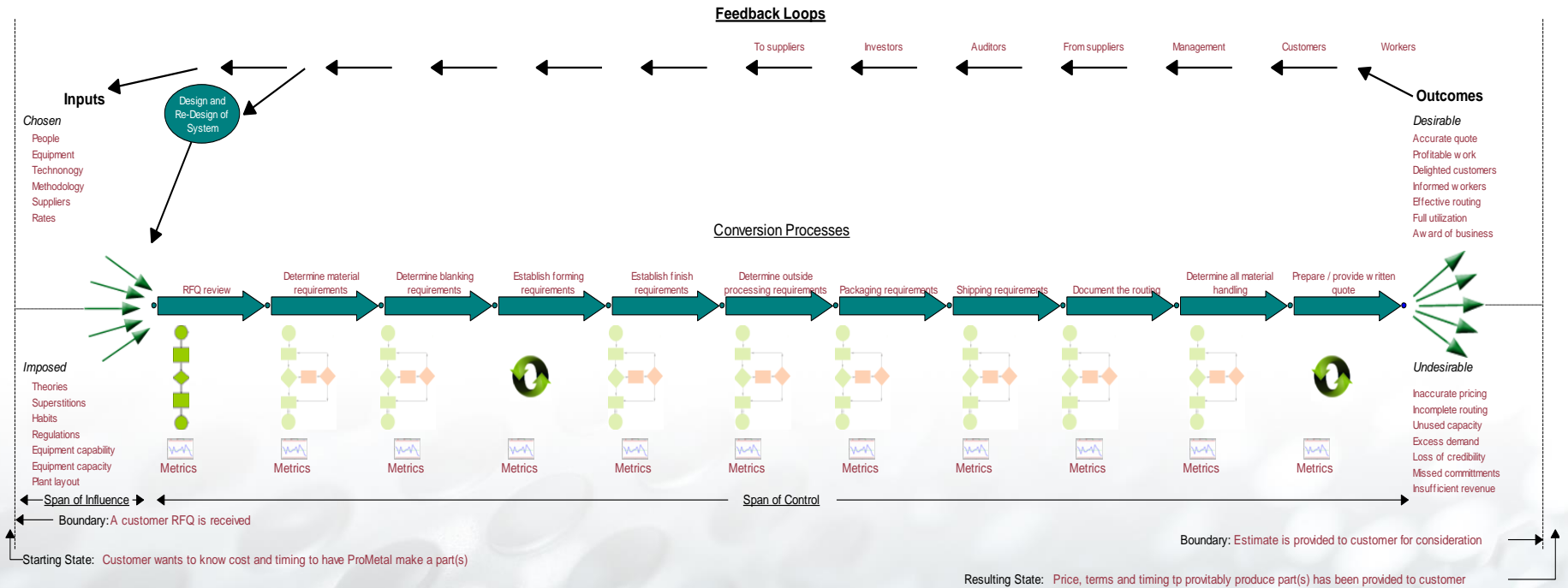
Aim: To operate a model company, that provides custom manufacturing services and products, to markets worldwide.



# Full Visibility to Operations (Con't)

Name: Prepare Quote

Aim: To document / provide potential customers the price and terms to manufacture a part profitably



# Employee-Driven Process Viability



**PROMETAL**

INDUSTRIES  
LTD.

# Pro Metal as a Business System

- If you don't design the process flow within your company, it will design itself, and you may not be happy with it
- If you don't show people what to do, they will always do something
- Leadership must take action if outcomes are to change for the company or customer — this action requires knowledge ... without it, it's just an activity
- There's no substitute for **KNOWLEDGE!**

# Why is this all important?

- **Employee engagement:** Harnessing diversity in thought, skill, and background to build and retain a happy, healthy, and scalable workforce
- **Productivity and innovation:** Create repeatable systems that increase competitiveness through both product and process innovation
- **Business sustainability:** As Pro Metal ventures into new markets (such as military and defence), it is imperative the company maintains superior systems of quality and consistency

# What is required to sustain it?

- Training and ongoing learning is at the heart of Pro Metal's Deming program — and is provided to all staff and leadership (including the chief and band council)
- This provides a common language by which to communicate business activities, and a common understanding of processes, priorities
- Dedication and discipline, in time and in budget (widescreen TVs, for instance, which display process information, were recently installed across the shop floor)

# What has the result been so far?

Since acquiring the business only one year ago, Pro Metal has:

- Returned to profitability from stagnation, growing revenue to more than \$4.6 million
- Partnered on a new product line that will increase revenue to \$7 million by year-end
- Grown its Indigenous workforce from zero to roughly 40%
- Expanded into new markets, including defence, aerospace, and clean technology

**Having a clear strategy is key to establishing a competitive advantage over any competition. It can be the difference-maker between a business' success and its failure.**