

# Case Study – Quick Change Over

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Sector: Wood Machining

Turnover: £4m

No of Employees: 52

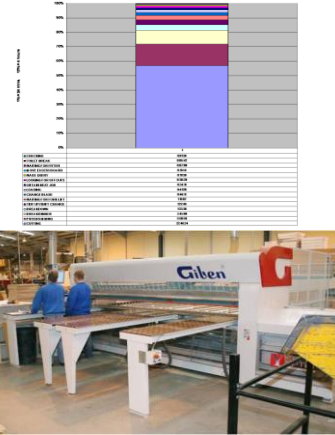
## The Team

3x Department Supervisors, Quality Manager, Maintenance Engineer, 3 Operators

## Results

- Used SMED to monitor machine activity and increase uptime by successfully reducing change over times
- Increased productivity to reduce number of shifts to 2
- Reduced costs by removal of night shift
- Introduced 5S Workplace Organisation to provide structure to change and involve more shop floor staff
- Created local parts storage for key items such as blades
- Introduced TPM to Maintenance team to reduce number of breakdowns and down time
- Set up Improvement Team & improved staff morale by giving them an understanding of the 'Big Picture' and including them throughout the project
- Provided staff with training in various Lean Manufacturing disciplines

## Case Study Pictures



## Objectives

- Reduce change over time
- Increase productivity
- Improve machine utilisation
- Improve staff morale
- Highlight key areas for Improvement

## Major Issues

- Output compared to capacity is low
- 3 shift running 24 hours only just coping with demand
- Poor staff morale
- Regular machine breakdowns
- Increasing costs due to energy prices

## New Methods

- TPM (Total Preventative Maintenance)
- 5S Housekeeping
- Local Machine Parts
- Multi-skilling
- Standard Operating Procedures
- Improvement Meetings
- Action Plan

## Lessons Learned

- All Non Value Add activities need to be carried out while machines are cutting to reduce down time
- Fork Lift Drivers need a schedule to make them aware of loading times as too much time is lost waiting for materials
- Maintenance Team need to adopt TPM as soon as possible to reduce breakdowns and maintenance costs
- Stock levels could be reduced with improved control methods and increased supplier monitoring

## Future Opportunities

- TPM to reduce breakdowns
- Standard Operating Procedures to improve quality checking
- Andon system to reduce time spent by operator away from machines
- Improved stock control
- Improve supplier relationships and set up performance measures

## Solutions

Lean Awareness Training, Improvement Team, TPM (Total Preventative Maintenance), SMED (Single Minute Exchange of Die), Waste Elimination, 5S Workplace Organisation, Action Plan

## Ongoing Support

Introduced an Improvement Manager to the business to manage daily activities. Occasional meetings to discuss progress.