

# Business Improvement Case Study

Employ Improvement Initiatives!

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## Company Challenge:

Reduce 'end-of-month' bottleneck in Shipping department.

## Solution:

Conduct 4 ½-day Kaizen event with process improvement team.

## Results:

(over 3 months)

Customer OTD measure:

On Time To Request (OTTR), date from 61% to 82%

Linearity of units into shipping improved 38%

Order shipments increased by 10%

## Shape Up Shipping w/ 6S!

As part of the on-going Lean Acceleration efforts in a Tempe, AZ manufacturing plant - a process improvement team was formed in the Shipping area. The Kaizen event took place over four days with a Management "Report-Out" Friday morning.

Visual Management (VM) was put in place to identify needed equipment, tools, and supplies. Visual Control (VC) indicators were placed in incoming queues to identify flow of material and prioritization of orders. Utilizing 5S concepts, the Shipping stations are optimized and standard work instructions (documentation) are posted to represent needed work content, optimized material and people flow.

**Big, bright yellow lines direct traffic and Kanban squares control material flow!**



## **6S = 5S + Safety**

1. Sort
2. Set in Place
3. Sweep
4. Standardize
5. Sustain

**Remember:**

**"Quality begins and ends with safety !"**

continued

**WORKPLACE ORGANIZATION: Promotes concept of “Self-regulating”**



Before



After

**WORKPLACE ORGANIZATION: Promotes concept of “Self-cleaning”**



Before



After

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Station has clearly marked 'Standard Stocking' Locations for Packing Materials



Before

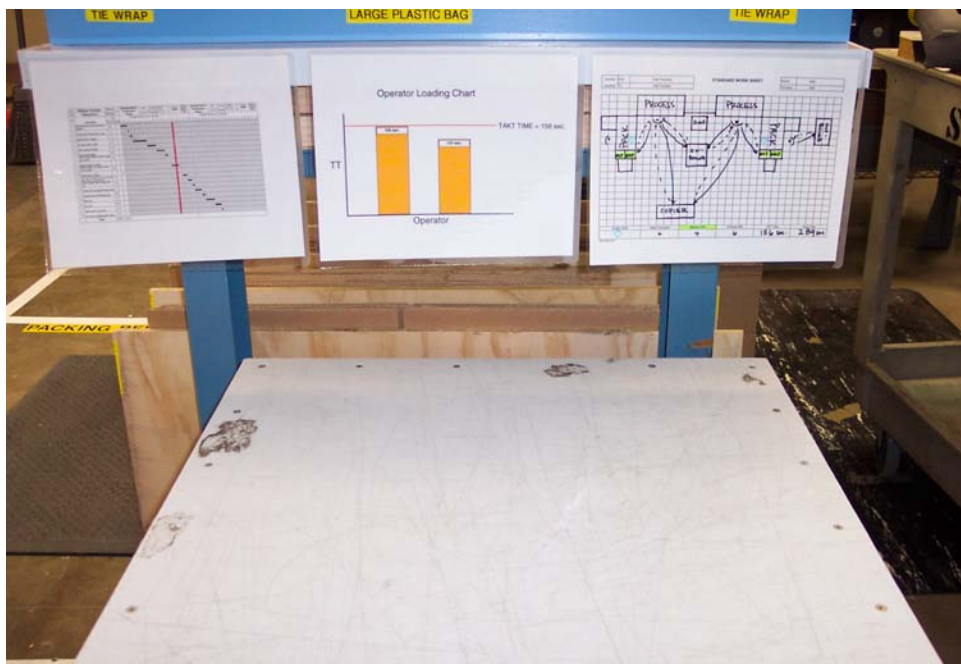


After

**Visual Management: Set priorities!**



**These temporary "Tabs" clearly identify what's next to pack and ship!**



**Standard work, Takt time and Layout diagram posted at every workstation**