About Client

The client is one of the leading players in packaging manufacturing and offers expertise to professionals in the packaging industry aiming to maximize clients’ satisfaction. Client has more than 20 years’ experience in packaging manufacturing solutions.

Their mission is to offer customers the expertise and technical skills in the production of automatic packaging. Client has the expertise in the packaging of food and non-food products and is able to develop personalized solutions on a variety of packaging to satisfy the needs of customers.
Objectives

To improve Overall Equipment Effectiveness (OEE)
To improve quality ratios
To set up leader standard work
To reduce material wastage
To implement Standard Operating Procedures (SOP), One Point Lesson (OPLs) & Five S

Analysis

In discussion with the client and detailed analysis, following key challenge areas were agreed and finalized:

- Low OEE (Overall Equipment Effectiveness)
- Quality issues & lack of appropriate implementation of 7QC tools
- High material wastage
- Lack of Standard Operating Procedures (SOP) and Five S implementation on the floor
- Need for robust inventory management

Approach

- Alignment of daily operations with top management goals
- Implementing 7QC tools
- Planning for no line stoppages due to lack of material availability from bottleneck operation
- Design standard WIP supermarket
- Implementation of Five S and One Point Lesson
- Establish Standard Operating Procedure
- Rolled out structured inventory management module for smooth material flow (no overstocking or understocking)
Project Implementation

1. Extensive training on Five S (Five S + Safety), 7QC tools, OEE, Flow improvement imparted to the team
2. Initiated detailed analysis on quality issues
3. Rolled out structured projects for material wastage reduction
4. Identified major losses on selected equipment (5PA & 6 PA) and rolled out pillars from TPM (Total Productive Maintenance) to improve OEE
5. Conducted ABC analysis for scientific inventory management via implementation of VTFQ model
6. Implemented Kanban for robust inventory management
7. Leader Standard work established and implemented as a part of Daily Work Management (DWM) roll out
8. Fish Bone analysis on Gum-less and Misalignment (Corrugator waste) conducted to improve overall quality
9. Implementation of Standard Operating Procedure (SOP) and One Point Lesson (OPL)
10. Design and implementation of Mizusumashi mechanism to improve material flow
11. Implementation of smart dashboards for easy monitoring of printing
12. Standard work designed and rolled out for Supervisor, Operator and Assistant Operator
13. Checklist implemented for supervisor and manager on standard work

Results Delivered

Performance factor (OEE) in 5PA & 6PA improved by ~14% & ~15% respectively

On Time In Full Deliveries (OTIF) improved by 83%

Zero stoppages due to no material availability

Inventory reduced by 25%

Material wastage reduced by 30%

Sustenance

Implemented results shall be sustained over a period of time using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

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