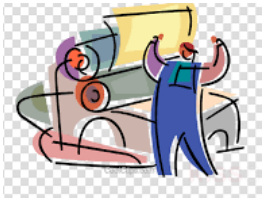
LSS implementation examples

Analog Print (newspaper, laminates, wallcoverings)



a. Design of Experiments allowed detailed study of 8 web-machines in < 6 months; impact was reduction in set-up time by 50%; scrap reduction of >30%; ink consumption savings of > $1M
b. 5d Kaizen event in book printing sector for standarizing all operating procedures of all print machines across all shifts which gave uniformity of quality regardless of operator/machine/shift being used to manufacture. This event involved 30 operators, 5 supervisors, 2 production managers.

Manufacturing Sector (chemicals, coatings)

a. Baseline Event (2 weeks with gap of 2 months in between) to look at entire business ($300M annual revenue); projects across NPD in sync with voice-of-customer; modify current manufacturing batch sizes for JIT and "0' inventory model.
b. 2d kaizen event to revamp entire warehouse of raw material for perfect FIFO model based on simple visual Kanban system (ordering without computers).

Supply Chain and Logistics (exporter of goods)

2 week Training session in Lean fundamentals for top 10 employees. Led to creation of 10 projects across data flow/vendor management/inter-city transportation. All aimed at cost avoidance/reduction.

Online Retail (sporting goods, UK & Europe)

Detailed study of entire business model which was break-even. Value-stream and Future State Mapping session resulted in 38 projects based on lean six sigma concets across entire business. Ebitda improved 130% in 12 months.

IT Services

a. With one 5d Kaizen event DSO reduced by > 50% based on correcting inter-departmental WIP of data flow; poor implementation of ERP; unclear roles & responsibilities of accounting.
b. SAP S4 Hana ERP implementation in USA and India using Future State mapping, Fish-Bone and Swim-Lane diagrams for clarity of roles and data flow.

Finance Sector

a. Time and motion study for business with 100+ employees resulting in optimized goals and objectives, clear directives in sync with business needs to impact cash flow positively. This study enabled great improvement in reduction of DSO, improving on-time payment to suppliers which resulted in reduced unit pricing.
b. Kaizen event to stabilize new ERP system and develop online dashboards throughout business to negate use of Excels.

Auto-parts Manufacturer

a. Creation of lean six-sigma factory (visual workplace) using 5S principles, picture SOPs at every work station, Kanban throughout shop floor for WIP, dashboards for every operation, live OEE board (LED display).
b. 5d event to build future state map looking at 300% growth trajectory over next 36 months; list of solutions with detailed FMEA to meet this objective.

Digital Printing

a. Using DOE and Regression analysis created a new method of sampling using digital print technology instead of analog process. This reduced total sampling time by 80%, saved > $1M per annum in sampling cost (material, labour).
b. Kaizen event to build a preventive maintenance program for digital printers which helped company to service their own printers pan-India versus typical click charge model used in industry (OEM services printers for 'x' paise per page; this cost is > 200% of self-serviced printers). Cost reduction allowed installtion of 56 additional high speed laser printers (daily capacity of 1.5 lac sheets) across country.

Publishing

a. Project based on strategic expansion led to creation of a digital store front where entire supply chain management for publishing company was done digitally (no email/phone interaction with printer) to replinish stock of Titles across country. Orders were placed automatically for every title of publisher (1500+) with their print vendors pan-India based on digital store front created. This was revoluionary in 2010 in India.