



Case Study: Warping Set-up Reduction Kaizen

Client: Woven media and woven screen fabrics manufacturer

A manufacturer of high quality screen, filter and specialty fabrics for a broad spectrum of industrial applications and markets battled a number of issues including: numerous external set-up tasks being done internally, a capacity shortage, a lot of unneeded items, a lack of clearly identified items, inexistence of standard work, no metrics and ill-defined cleaning/organizing responsibilities.

During the company's first kaizen event, the textile manufacturer team experienced a number of lean tools such as setup reduction, 5S, Safety and Ergo and Standard Work that were new to it. The opportunity to participate in the change process and witness firsthand the power of teamwork was enhanced by the relevant experience and leadership Lean Partners provided.

While simple, the lessons the textile manufacturer learned enabled tremendous operational and bottom-line impact. The creation and implementation of standard work allows greater output and more consistent changeovers. The following results prove that good organization makes jobs easier, decreases the amount of time people spend looking for items and improves efficiency:

- An 87 percent reduction in changeover times
- 14 hours of additional capacity weekly
- 700 additional hours of production annually
- Up to 131 warps added per year

Best of all, this will all be accomplished without additional labor.

Description	Before	Goal	Actual	Improvement
Setup Reduction	35 min.	50%	5 min.	87%
Improve 5S by 20%	16%	20%	72%	56%
Safety and Ergo		3	3	Met Goal
Standard Work	N/A	Create SW	100% Documented	Allows greater output and more consistent changeovers