

At Chicago TAPPI:

How To Be Lean At Your Boxplant

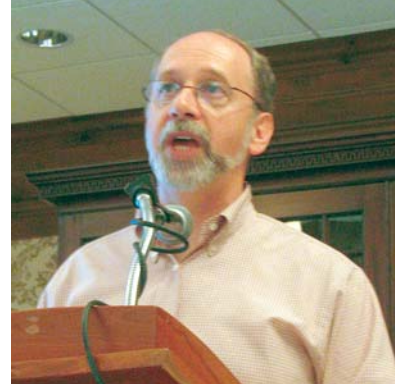
by Anna Dutko Rowley

More than 70 people attended Chicago TAPPI's "Lean Manufacturing" meeting, held last week in Oak Brook, Illinois. Speakers Jerry Solomon from MarquipWardUnited and Les Pickering from Psquared discussed their ways of implementing lean in the workplace.

In a lean world, process "rules," explained Solomon. He urged that boxplants implement the Standard Work process for achieving lean in the workplace. "Standard work includes three elements: Work sequence - the most efficient and safe process in order to accomplish the task; 'Takt' time, which is available time per day divided by customer demand; and Standard Inventory, which controls the

amount of work to be performed, error proofs building out of order and building ahead," he said. By not having a standard work benefit at a boxplant, the plant can't schedule, can't have quality, and can't shorten lead times.

Solomon made all attendees engage in a numbers exercise to show how a job flows better when there is organization. Attendees were given a sheet of paper with random numbers one through 60. Attendees were asked to connect all numbers in consecutive order with one line in



Jerry Solomon

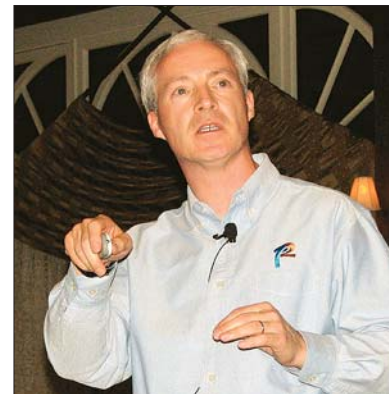
60 seconds. A

majority of attendees only connected about 10. However, when the numbers sheet displayed the numbers in consecutive order, the task became simple.

Examples Of Lean

Pickering discussed how his company helped one boxplant become lean by looking at the plant's two pieces of equipment. The area around the plant's Koppers two-color rotary die cutter had operated with clutter on one side of the machine. Psquared advised cleaning up the area. One cart with tools was sent to the machine. "In addition, a set of infeed lights were set up in the ceiling, as well as siren for signaling when a pallet was in one place too long," Pickering said.

Improvements for the plant's Martin three-color flexo folder gluer included setting up a cart for



Les Pickering

knives and a stacker unit on the back of the machine. By implementing lean principles at the boxplant, the converter was able to decrease finished goods inventory by

22 percent and controllable waste by 15 percent. "The changeover times on the two machines went down by 30 percent, and ink inventory was reduced by 60 percent. "Not changing your process jeopardizes your livelihood," Pickering warned.

After the meeting, Chicago TAPPI reported that it will be offering two \$1,000 scholarships to family members of Chicago TAPPI members.

An advertisement for Qualitek. The top half features a collage of images: a person at a computer, a control panel, a factory floor, and a large control screen displaying a bar chart. The background is a stylized world map. Below the images, the text reads: "THE NEXT STEP! Qualitek's adoption of standard technologies now evolves to the web. Views of production and downtime trends, control graphics screens and production reports can be accessed, analyzed and diagnosed via the web - from the plant floor to the corporate office!" The bottom half of the ad features the Qualitek logo, which consists of a stylized 'Q' with a checkmark inside, followed by the word "Qualitek" in a bold, sans-serif font. Below the logo is the phone number "770-543-0180" and the address "4661-A Hammermill Rd • Tucker, GA 30084-6666 USA". The email address "Email: sales@qualitekvb.com" and website "Web: www.qualitekvb.com" are also listed.

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