

# Case 2: A Glass Laminating Solutions business wanted to accelerate their performance in the second half of the year

- Leadership was looking to make a step change positive impact in a short amount of time and change the slope of their improvement curve to help position the business for success in future periods.
- They started a "Make More" initiative (Rapid Operations Improvement – ROI) with the focus on building process & operational capability quickly to drive results.
- The success of the effort gave the business the confidence to increase its projections for the following year. This increase required another step change in capability from operations to meet the ambitious sales goals.
- The learnings and capability increase from the first phase helped steepen the improvement curve of the second phase.



Impact: They released significant (15%) capacity from its' hidden factory without capital within 12 months while also holding / reducing costs

## Kaizen as Implementation Tool

## Standard Work

## Visual Factory

Focus / Kai Zen Event	Site Line Cleaning	Area 5 S	Visual Factory	Standard Work	Value Stream Mapping	Preventive Maintenance	Operator Training	Operator Safety	Operator Quality	Operator Efficiency	Operator Flexibility	Operator Innovation
Redesign Work Modes - Activity Sequence	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Redesign Roles & Responsibilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Redesign Measurements & Targets	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Created Visual Cues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Redesign Requirements - Equipment - Materials - Installation Cycle Times	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Area 5 S	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Area	Pre-Press	Press	Post-Press	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
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## Quick Changeover

## Value Stream & Process Mapping

## Benefit Tracking

