

# Case 3: Facing a shortage of supply to meet market demand, a very successful global fibers business wanted to release any available capacity from its' hidden factory without capital within 6 months

- Mid-way through the year, facing a shortage of supply to satisfy the market demand, the business was ready to decline 700K pounds of orders because they could not produce enough product to meet the demand.
- With elements of both lean & six sigma already present in their organization, the business began their effort using a creative brainstorming process and blended this with elements of the corporate production system and shop floor engagement.
- While the volume target was initially met with great skepticism, the concept of True North was introduced, well 'sort of'. Balanced with the pressing business need, the client organization wanted no fanfare, wanted to avoid "Program of the Month," and wanted to base their direction on The Toyota Way.
- They agreed to use a KaiZen team approach to introduce True North and earn credibility with the organization. They then set out to successfully deliver the pounds & major PTOI benefits to the business.



Impact: They released significant (>5%) capacity from its' hidden factory without capital within 6 months while also holding / reducing costs

### True North

**Make it Visible**

**Change on the Floor**

**Process Standardization**

**Continuous Improvement**

Process Standardization and Continuous Improvement are not independent - Neither alone is sufficient

### Downtime Analysis

**SKS Cell Downtime in Hours**

| Related Cause | Min | Q1  | Median | Q3  | Max |
|---------------|-----|-----|--------|-----|-----|
| Cut           | 0.0 | 0.0 | 0.0    | 0.0 | 0.0 |
| Holder        | 0.0 | 0.0 | 0.0    | 0.0 | 0.0 |
| Unknown       | 0.0 | 0.0 | 0.0    | 0.0 | 0.0 |

**SKS Major Cause Distribution**

| Major Cause | Count | Percent |
|-------------|-------|---------|
| Cut         | 68.7  | 82.3    |
| Holder      | 12.3  | 14.9    |
| Other       | 0.0   | 0.0     |

**Process Flow:** Pre Repair (Operator makes call to shutdown) → Equipment available for repair → Magic happens and the cell repairs are made, packs changed, etc. → Post Repair (Post Repair) → Pump On

Total amount of time the pump is down

### Visual Factory

High engagement of people doing the work



Kaizen as Implementation Tool

|                           | Mgr      | Tech      | FLS      | Ops       | Mech     |
|---------------------------|----------|-----------|----------|-----------|----------|
| B&C Spinneret Rating      |          | 3         |          | 5         |          |
| Spinneret Damage          |          | 3         |          | 6         |          |
| Checksheet Quality        |          | 4         |          | 8         |          |
| Piddler Reliability       | 1        | 2         |          | 1         | 2        |
| Increasing FLM Floor Time |          |           | 5        |           |          |
| Pump Off-On               |          | 1         |          | 4         |          |
| Shear Pin Alignment       | 1        | 2         |          |           | 3        |
| Diffuser Damage           |          | 2         |          | 4         | 1        |
| RP Waste Recovery         |          | 2         | 1        | 3         |          |
| Pump Off-On Frequency     |          | 6         |          |           |          |
| Washdraw Knot Tying       |          |           |          | 4         |          |
| CP/SR Recovery            | 1        | 1         |          |           |          |
| <b>TOTAL</b>              | <b>3</b> | <b>26</b> | <b>6</b> | <b>35</b> | <b>6</b> |

Benefit Tracking

