

# Case study: Downtime reduction through Kaizen event

|           |                          |
|-----------|--------------------------|
| Client:   | Aseptic Manufacturer     |
| Project : | Productivity Improvement |

## Background

- Aseptic beverage company was experiencing extensive downtime on their tray packing equipment
- They had acquired this facility from one of their co-mans, marking their entry into manufacturing
- They wanted to begin the lean (CI) journey but had trouble getting started
- Limited documentation existed to enable and empower the site team to perform their work

## How Saphineia helped

### Activities

- Conducted a focused Kaizen event aimed at reducing downtime on the 3 tray packers
  - Used data from Redzone and manual data collection to identify opportunities
  - Spent time at Gemba and brainstormed additional opportunities
  - Identified CI documents that were missing or incomplete and created the documents
    - Standard Work Instructions
    - Centerlines
    - One Point Lessons
- Saphineia facilitated post Kaizen sustainment activities
  - Held follow-up meetings to ensure sustainment and action completion
  - Handed off to the site team with additional coaching on how to sustain the work

## Results & Benefits

### Improved performance and lowered cost-to-produce

#### Reduced tray packer downtime

|                    |    |                    |
|--------------------|----|--------------------|
| Targeted Reduction |    | Reduction Achieved |
| <b>15%</b>         | vs | <b>30%</b>         |

#### CI Documents Available

|            |    |             |
|------------|----|-------------|
| Baseline   |    | Actual      |
| <b>15%</b> | vs | <b>100%</b> |

- ✓ Decreased planned and unplanned downtime
- ✓ Lowered overhead cost
- ✓ Improved operations ownership of equipment
- ✓ Established systems for plantwide performance improvements
- ✓ Decreased scrap from poor equipment setup
- ✓ Increased employee morale