

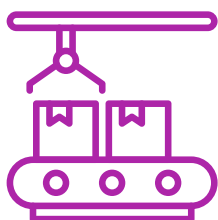
# PERFORMANCE PROOF

MANUFACTURER / WASTE REDUCTION / LARGE CORPORATION

## THE PERFORMANCE PROBLEM

Coveris is a European manufacturer of flexible, sustainable packaging solutions for leading brands. Coveris sought assistance from Performance Solutions by Milliken (PSbyM) in reducing inventory levels.

## THE PERFORMANCE SOLUTION



In collaboration with PSbyM practitioners, a value-stream map (VSM) was developed to pictorially identify the process of converting raw material to finished goods, with a focus on value-add for the customer. The map was constructed over three days, in which problem areas (kaizen bursts) were identified. A future-state map established an ideal state. The future-state map drove three kaizens (rapid improvement events) that addressed inventory-reduction opportunities.

## THE PERFORMANCE PRINCIPLES

Three priority kaizens were identified by the VSM:

**Opportunity:** Raw-material inventory reduction  
**Solution:** Establish a raw-material kanban and supermarket-setting with minimum/maximum levels sufficient to sustain production without incurring waste.

**Opportunity:** Laminate work-in-progress (WIP) line reduction  
**Solution:** Establish a trigger to increase laminating production-time availability with flexible labor capabilities.

**Opportunity:** Slitter set-up and changeover-time reduction to prevent "wait slitter" loss  
**Solution:** Single-minute exchange of die (SMED) activity to reduce non-operating time by reducing changeover time.

## THE PERFORMANCE PROOF

Using production control tools, PSbyM was able to reduce the inventory required to supply customers:

**£120,000**

raw-material inventory reduction

**<8 hours**

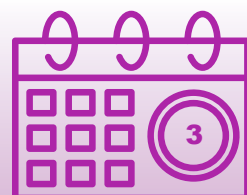
laminate WIP lane

**64%**

laminate WIP-lane reduction

## THE PERFORMANCE FUTURE

The VSM established where to apply kaizens to achieve improvements. Just as importantly, the VSM work developed internal capabilities to create current- and future-state maps every three months to spur continuous improvements.



*By Ian Gabrielides, Advanced Practitioner, Performance Solutions by Milliken*

**Are you ready for your Performance Solution?**

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