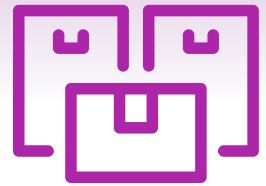# PERFORMANCE PROOF

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 managing significant waste losses at its Gainsborough, UK, facility.

THE PERFORMANCE
SOLUTION

Working with PSbyM practitioners, the site was able to construct a zero-loss vision (i.e., identify the source of all wastes/losses). However, a significant "black hole" of unaccounted losses comprised the second-largest waste category. PSbyM analyzed the black hole by establishing a waste map that detailed unaccounted waste losses across five production and warehouse departments.

THE PERFORMANCE
PRINCIPLES

The waste map uncovered the issue in the slitting department. A kaizen event:

Established the root cause of unaccounted loss was waste-to-core (we discovered that unbeknown to the leadership team, operators had a common practice of scrapping saleable product to avoid additional set ups)	**Introduced a countermeasure (a digital poka yoke measurement system to account for each slit reel)**	**Introduced new standard work linked to a Daily Management System**

THE PERFORMANCE PROOF

By engaging with subject-matter experts on the frontline (slitting operators), PSbyM identified root causes, implemented robust countermeasures, accounted for all losses, and significantly reduced waste:

100%
of waste accounted for using a waste map

77%
reduction in waste-to-core waste mode

£65,000
per year annualized savings

THE PERFORMANCE
FUTURE

The practices established prior to, during, and after the kaizen event are replicable to other Coveris sites with slitting and similar capabilities.

By Ian Gabrielides, Advanced Practitioner, Performance Solutions by Milliken

Are you ready for your Performance Solution?

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