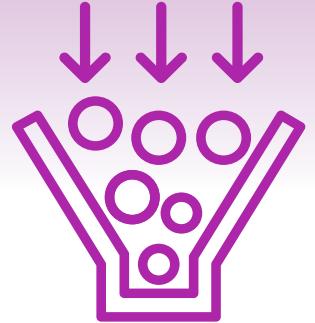


PERFORMANCE PROOF

MANUFACTURER / CHANGEOVER REDUCTION / LARGE CORPORATION

THE PERFORMANCE PROBLEM

Coveris is a European manufacturer of flexible, sustainable packaging solutions for leading brands. Its Louth, UK, site produces shrink solutions for the food and beverage market, delivering products within short lead times. But the plant was constrained by efficiency issues with two print press machines.



THE PERFORMANCE SOLUTION



With the support of a PSbyM practitioner team, a breakdown analysis was conducted of overall equipment effectiveness (OEE) for the print presses. This highlighted that “make-ready” (changeover) time was the priority metric to improve. A PSbyM-led kaizen event was scheduled.

THE PERFORMANCE PRINCIPLES

The kaizen event took place over two days for one of the machines, with improvements instantly replicated on the other print press.

The team deployed the single minute exchange of die (SMED) changeover reduction tool, improving steps within the changeover.

The team established a new best practice by deploying standard work, optimizing work balance for each Coveris associate.

New daily management system (DMS) boards provide real-time changeover tracking, which supports team leader reviews during each shift.

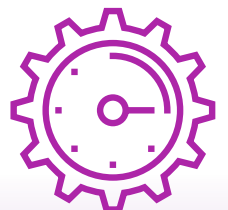
THE PERFORMANCE PROOF

PSbyM work at the Coveris site resulted in:

41%
changeover time reduction on press #1 (130 minutes to 79 minutes)

45%
changeover time reduction on press #2 (76 minutes to 41.5 minutes)

91.66 hours
of additional print production time added per month



THE PERFORMANCE FUTURE

These learnings have been replicated to all other print presses on site. The larger benefit is sharing the learnings within the group, helping other sites experiencing similar constraints. “For SMED activities, the team involvement was fantastic: operators, engineers, and technical teams had the opportunity to share best practices and to help resolve things, which weren’t working well. By the end of the process, we had a changeover that they created. Implementation was easy as they really wanted it to work. Seeing the results achieved only bred more confidence.”—Sarah Willis, Coveris

By Ian Gabrielides, Advanced Practitioner, Performance Solutions

Are you ready for your Performance Solution?

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