

Lean Manufacturing

Staying Committed in a Production Environment



Material Management System



- Push-Pull of components stored in Production for packaging lines.
- In January 2018, converted to Demand-Driven Product Building.
 - The speed of finished goods coming off the packaging line dictates the speed in which components are brought from the Warehouse & fed to the line.
- Used my lean manufacturing knowledge to provide OTJ one-on-one training of our three Production Supervisors.

Ongoing Challenges



- Initial kickoff was promising, but over six months operational efficiencies began to decline.
- It became clear that the work culture prior to my changes were not easily changed just with training. It was like falling off a diet.
- Supervisors started making some decisions on their own without fully understanding the push-pull implications because it suited their view of operations.
- The Production Director also had a more hands-off approach with the Supervisors.
- It was difficult to get Production to understand that some procedures had to be in place before more efficient equipment was purchased.

Taking a Different Approach



- The Supervisors are going to 1-day seminars on lean manufacturing starting with push-pull material management.
- Restarted one-on-one Supervisor training using everyday production analogies with simple cost examples where pushing creates more cost than pulling.
- Supervisor training is limited to allow for time to try and implement the concept into practice.