

### POS - Point Of Sale Printing

Focus: Cost Savings from company re-vitalisation

Benefits: Improved Process - Increased Operator Productivity - Reduced Business Costs.



<u>Area of Improvement</u>	<u>Savings</u>
Floor Utilisation, Reduction	35%
Storage Utilisation, Increased	9%
Production, Projected Increase	47%
<b>Labour Cost Savings</b>	<b>£900,000</b>

#### The Company

The company producing 'Point Of Sale' printing services to many retail organisations felt that lean application would reduce costs and improve their business profits. The re-vitalisation included a number of sites. This involved warehouse re-organisation, new floor layout design and process improvement.

#### Opportunity for Change

- The layout is the first thing a client will see. It has to be right.
- An opportunity to improve the layout and process exists.
- An opportunity to reduce production costs exists.

#### Process Of Change

- Stage 1 Document the present organisation and structure
- Stage 2 Investigate present layouts, process and manning
- Stage 3 Create and draw new layouts, process and manning
- Stage 4 Implement new layouts, procedures and controls

#### Project Actions

- Evaluate Overall Personnel Effectiveness - shopfloor
- Evaluate Overall Equipment Effectiveness – machines
- Process and Value Stream Mapping of the business structure
- Draw Factory Floor and Warehouse Facilities present / future
- Create, Simulate and Implement New Facility Layouts
- Oversee relocation of warehouse racking, plant and utilities
- Measure assembly cycle times and build synthetic data base
- Write and Implement Standard Operation Procedures.

#### **Financial Benefits From:**

- Inventory re-organisation
- Introduction of Balanced Flow-lines
- Introduction of written procedures
- Re-alignment of manning levels
- Labour cost reduction

#### The Competitive Elements

Small change, Big impact...

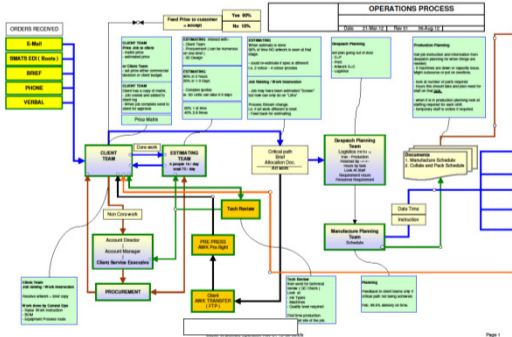


#### **Atherton Management Services Ltd**

Have been helping people in business improve their business for over 30 years.  
We specialise in bespoke factory floor layout design and process improvement.

# Lean Implementation

## Process Mapping ( part operation )



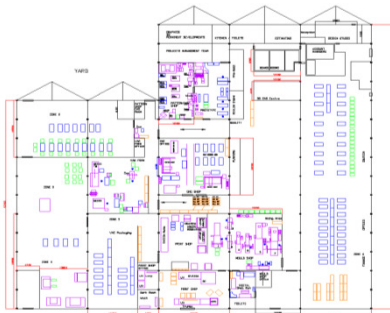
## PROCESS OF CHANGE - Process Mapping

Process mapping is used to evaluate how people, operations and services interlink to effectively supply the customer.

### Post State

- Effective process control
- Orders meet customers requirements
- Right price, right quality and the right time

## A Factory Layout Pre Change



## PRE-CHANGE LAYOUT, 90,000 sq. ft.

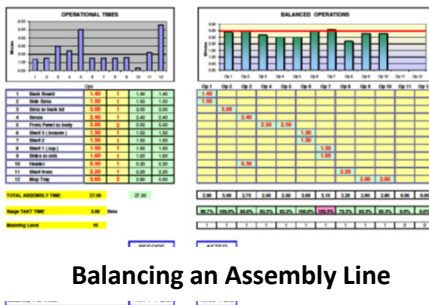
### Pre State

- Process not organised
- Materials not organised
- Non-Value circa 50%

### Post State

- Process and inventory organised
- Improved Production and Productivity

## IMPROVING - PROCEDURES AND CONTROLS



Balancing an Assembly Line

STANDARD WORK SHEET		Section	Collate and Pack	DATA SHEET			
Task Detail		PACK AS PER PACKING SHEET - 60 / 40		51			
STAGE 1	1 person	STAGE 2	1-4 person	STAGE 3	1 person	STAGE 4	2 person
Load Card To Conveyor ( Occasional ) Pick Up and Fit Label To Outer Card Put A4 "PICK SHEET" On to Card	Pick a Number of Lines Put onto Card	Tuck Under Side Apply Tape - The Side Fold Over ( last stage )	Tuck Under Ends Apply Tape - The End in 2 Places in As Required ASIDE TO PALLET				
CHECK NUMBERS MATCH	CHECK NUMBERS MATCH						
1-4	400	1000	1100	1200	1300	1400	1500
1-4	100%	100%	100%	100%	100%	100%	100%
1-4	100%	100%	100%	100%	100%	100%	100%

## BENEFITS

- Controlled WIP
- Controlled TAKT Time
- Controlled Manning
- Improved Quality
- Increased Productivity
- Increased Production 27%
- Increased Profitability

## Atherton Management Services Ltd can help with :-

- Bespoke Factory Floor Layout Design - Process Improvement
- Warehouse Layouts - Inventory & Line Feed Organisation
- Cycle Time Measurement - Product Costing - Budgeting
- Operations Organisation - Written Procedures...

**We can help:** Reduce Costs - Improve Cash Flow ...  
Improve Productivity - Improve Profits...

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