

CASE STUDIES



Case Studies: Some of Our Results

Case Study #1 - A leading medical device maker needed Lean help to achieve operational efficiencies and drive cost savings to hit their aggressive budget goals. Through Jerry Wright's facilitation of multiple tactical kaizen blitz events, conducted over 9 months, the site was able to meet their goals. Jerry employed lean simulations and training to help train internal lean champions. The lean tools of One Piece Flow, Kanban, Cellular Manufacturing and Line-Balancing with Standard Work were deployed. Additionally, the site was recognized as the BEST site within their multinational organization with cost savings in excess of \$1.75 million for the series of kaizen events completed. Overall labor requirements were reduced by 55% with a corresponding increase in throughput of 24%.

Case Study #2 – A heavy industrial manufacturer was posting losses of over \$1 million per year. Jerry Wright was brought in to help turn the plant around. Jerry worked with the Supply Chain team to convert the existing MRP system over to Kanban. The drivers to make the change were daily shortages in the dozens and total inventory costs higher than they should have been by the millions of dollars. Over the next 12 months, Jerry trained the buyers and Supply Chain team to convert their commodities over to Kanban. By month 14, the site realized its first day EVER without any shortages. Furthermore, the total inventory reduction realized was 25% and saved millions of dollars. Across the rest of the facility, Leader Standard Work and twice daily GEMBA walks were instituted. Operators were trained to schedule their own machines and a level-loading or Heijunka system was put in place. Lead time was reduced from 25 days to 13 days for their products. By the end of the second year, the manufacturer was profitable in the millions of dollars and was purchased outright by a venture capital firm.

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Case Study #3 – A custom fabric and hosiery manufacturer was overwhelmed by work in process (WIP) and long lead times in excess of a month or more. Jerry Wright was brought in to evaluate the 4 main value streams and identify the key opportunities to improve the entire operation. Jerry helped create the Lean Roadmap for the site with the leadership team. The roadmap identified the key actions to take to drive improvements. Over the course of the next year, multiple Kaizen Blitz events and training were conducted by Jerry and the site Lean Leaders to reduce machinery set-up time, establish Kanban and flow and enact standard work. Within 12 months, the site had reduced lead time for most products to 1 week and WIP had dropped to $\frac{1}{4}$ of the original level with on-time delivery increased by 40%.

Case Study #4 – A custom orthotics manufacturer was experiencing missed shipments, lead times of over a week and excess work in process (WIP). Jerry Wright was asked to work with the site team to identify the Value Streams and drive improvements in fill rate, WIP reduction and lead time. Through lean design, the production area was revised and laid out for flow. Within 3 months, the site had all main products to a lead time of 24 hours with less than 4 hours of WIP in the manufacturing area. Overall improvement in lead time was 86% and WIP reduction was 94%.

Case Study #5 – A cleanroom operation was overflowing with work-in-process (WIP) and poor flow of product. Using a Kaizen Blitz approach, Jerry Wright facilitated a utilization analysis to identify opportunities to improve the efficiency and use of space in the cleanroom. Within 1 month, the WIP was reduced by an astonishing 99.9%! Furthermore, the new flow of the operations in the cleanroom were 83% higher in output with no change in staffing. With the construction of a new cleanroom, space was reduced by 50% and output was increased by 20%.