



Hosca Lean Case Study 1

Client :- **Manufacturer of Aluminium Cylinders, California, USA**

Situation :- Part of a UK-owned multinational organisation; employing 1100 people on site.

As part of an overall "Becoming World Class Programme" designed for the client by HOSCA, the area requiring focus was the Paint Line and Packing Operation. As other areas were made more effective, this part of the line was then incapable of keeping up with production rates required to satisfy demand over 6 working days per week.

Objective :- Review the paint line and packing operations to make changes that would balance production within 6 working days as union issues prevented 7 day working from being an option.

Proposal :- Analyse the line to establish current rate of production v. customer demand (TAKT).

Establish process and working inefficiencies to determine any proposed method and team improvements.

Approach :- HOSCA recommended analysing the paint and pack areas with a combined team from both these areas. The team consisted of operators, lead operators, a supervisor and an engineer.

Outcome :- The team spent 4 days analysing the current operation including:

- **TAKT time**
- **Process flow**
- **Operator work balance and flexibility**
- **Ergonomics**
- **Working patterns**

The recommendations were accepted and implemented over a 3-month period as it involved moving both paint and pack operations.



- Benefits :-** Through a line reconfiguration together with standardised working methods and training the end results exceeded expectations, with:
- **5-day, 2-shift operation instead of 6-day, 3-shifts**
 - **Combined paint and pack line with packing direct from line**
 - **Combined team of 18 people reduced from 25**
 - **Flexibility increase through teamwork**
 - **Significant reduction in Work in Progress (70% at paint/pack)**
 - **Significant ergonomic improvements**
 - **Improved floor space utilisation (25% reduction)**

Upstream projects in other areas have resulted in:

- **WIP reduction from saw to trim down from 10,000 to <100 pieces**
- **Changeovers down on 4000 ton press from 3½ hours to 37 minutes.**
- **42 operators and 6 facilitators involved in 5S programmes**
- **Credit holds reduced from 98% on hold to 2% on hold through an administration project on Credit, Billing and Shipping**

Further :- The organisation has now embarked on a global programme that they have called "Setting the Standard Worldwide"



Hosca Lean Case Study 2

Client :- **Manufacturer of Urostomy Products, supplied across Europe.**

Situation :- Part of an International group, producing a range of medical products with customers across Europe and suppliers around the world

Objective :- Improve productivity to meet increasing demand, reduce costs and release much needed space.

Proposal :- Select and train an Improvement Team on Lean Manufacturing techniques, then work with Improvement Team to analyse production area, eliminate waste and develop new layouts and methods.

Approach :- Trained Improvement Team on Lean Toolkit and worked with them to analyse current situation over several weeks. Developed new concepts & layouts with team and then trained team members to train others on Lean Manufacturing. Team Members then trained all operators and support staff. Improvement Team implemented new layout and methods and when target rates were achieved, team handed cell over to newly Hosca trained Team Leaders.

Results :- Performance at start of study :-

- **15,500 bags per day**
- **24 people on 2 shift working**
- **Work in progress = 200,000 bags**
- **Space taken = 1,000 m²**
- **Value adding ratio = 0.016%**
- **Throughput time = 92 hours.**
- **O.E.E. = 40%**

Improvements Delivered :-

- **20,000 bags per day**
 - **15 people on 2 shift working.**
 - **W.I.P. reduced to 20,000**
 - **Space required = 300 m²**
 - **Value Adding Ratio = 1.9%**
 - **Throughput Time = 47 minutes**
 - **O.E.E. = 65**
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HOSCA management consultants



Further :-

Following successful implementation of this cell, a company wide education and training on Lean Manufacturing.