

## CASE STUDY

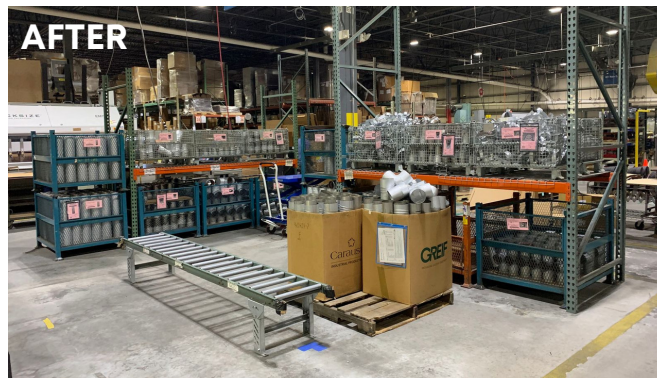
### Workflow Re-Organization for Non-Standardized Production

#### RESULTS

- ✓ Increased throughput with a more efficient, redesigned workflow.
- ✓ Improved on-time delivery to internal customers.
- ✓ Observer comment: "This is a different plant!"

#### ASSIGNMENT

Increase throughput within plant's physical capacity restraints by increasing efficiency of workflow, maximizing footprint utilization.



#### CHALLENGES/TASKS

- > Product proliferation led to significant workplace disorganization and lack of strategic workflow; no or ineffective strategic plan.
- > Unsuccessful attempts to implement waste elimination measures (e.g., 5S) due to insufficient training, poor communication, and inconsistent application.
- > No system for tracking workflow within plant.
- > Reliance on historical run data without validation of production capabilities; no focus on identification and elimination of non-value added work.