

Kaizen Case Studies

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CASE STUDY: Press Changeover Reduction

CLIENT: Screen printing company (noted as such below)

Issues with productivity and set up times were hindering the screen printing company and negatively impacting their ability to remain competitive in a very volatile industry.

The screen printing company embarked upon a press changeover reduction kaizen event for the SV3 press. Observations about the process in place at the time of the event included:

- A lot of time spent traveling around the facility and searching for materials
- Screen quality issues
- Color issues
- Missing or incomplete information on travelers
- Incorrect ink viscosities
- Wait time for log in
- A number of unneeded items
- Printers spending a lot of NVA time getting materials
- Printers taking tape off screens
- The need for training

The operational and bottom line impact was significant. Establishing standard work procedures allowed for greater output and more consistent changeovers. Reducing press changeover times by 47 percent provided more than 11 hours per week of additional screen printing capacity. Most importantly, the added capacity can be accomplished with minimal additional labor and no additional equipment.

As the screen printing company's continuous improvement culture continues evolving, the lessons learned during the inaugural event will provide the framework for future productivity and capacity growth. The team learned the importance of having all the information available and the materials ready for each operation; how to make big improvements without spending a lot of financial resources; standardizing processes creates value; and teamwork is paramount to implementing change.