
Case Snippet: Lean Deployment for a Global Printing Company

• Situation & Challenges

A global printing company, faced with rising cost of materials and labor, wanted to improve productivity and quality and reduce the cost of waste. The company also wanted to develop a culture that is geared towards continuous improvement but has a significant proportion of workforce with low education.

• Our Approach

We presented an approach to the client to implement basic Lean principles for supervisors, technicians and operators, focusing on eliminating non-value added activities/tasks. It involved the implementation of a company-wide 5S good housekeeping and workplace organization program and basic problem solving tools and technique. Employees were trained in basic 5S principles, and creating awareness in machine breakdowns, defects, rework and waiting times. Teams were formed to apply PDCA technique and QC tools to address issues related to waste.

• Results

Tangible results achieved within a span of nine months:

- Overall cost of quality reduced by 20%
- Cost of defects reduced from by 12%

Intangible benefits:

- More organized shop-floor through implementation of 5S principles
- Increased awareness of the types of wastes in the shop-floor
- Learned the basic tools and technique of problem solving