



Total Packaging Solutions





In the

Beginning

**Lean Tools
Stone Aged Era**



**Production Line
Stone Age Era**



Winpak 1977





Present Day Winpak. With lifting devices that are making it easier to move larger rolls whether for bulk packaging or in boxes.

Schlumpf for vertical and horizontal lifting.



Vacuum lift for boxes





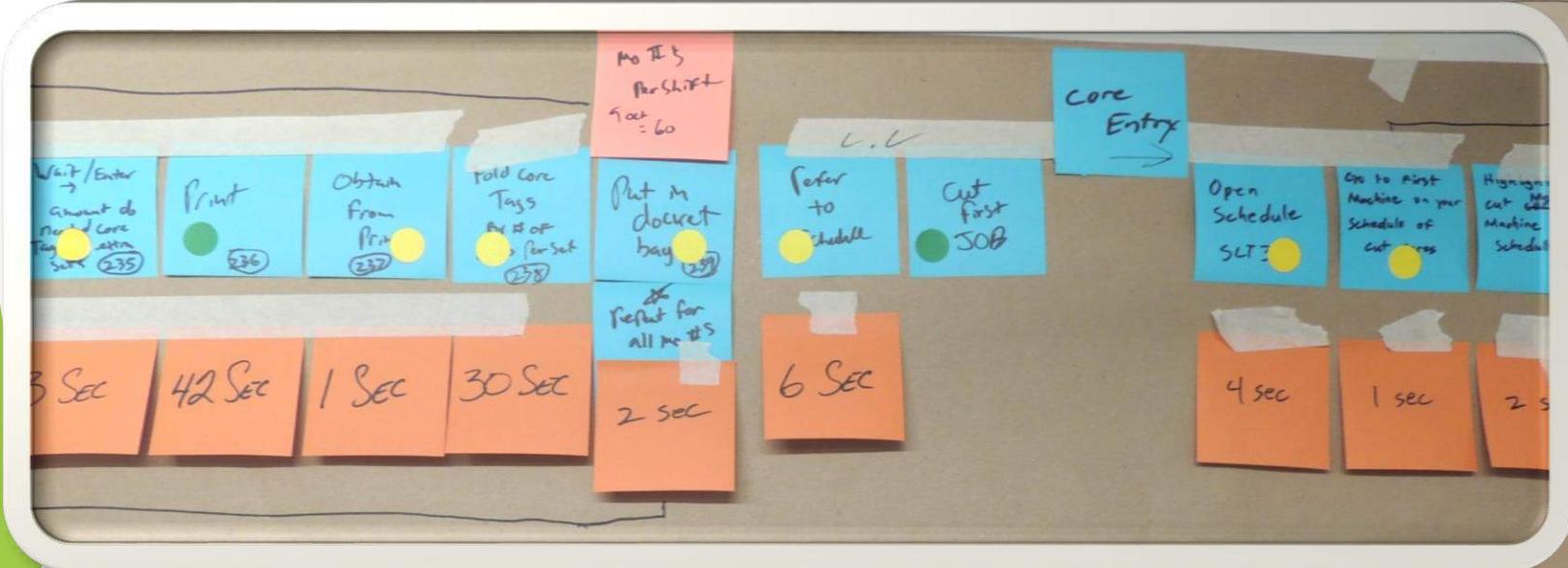
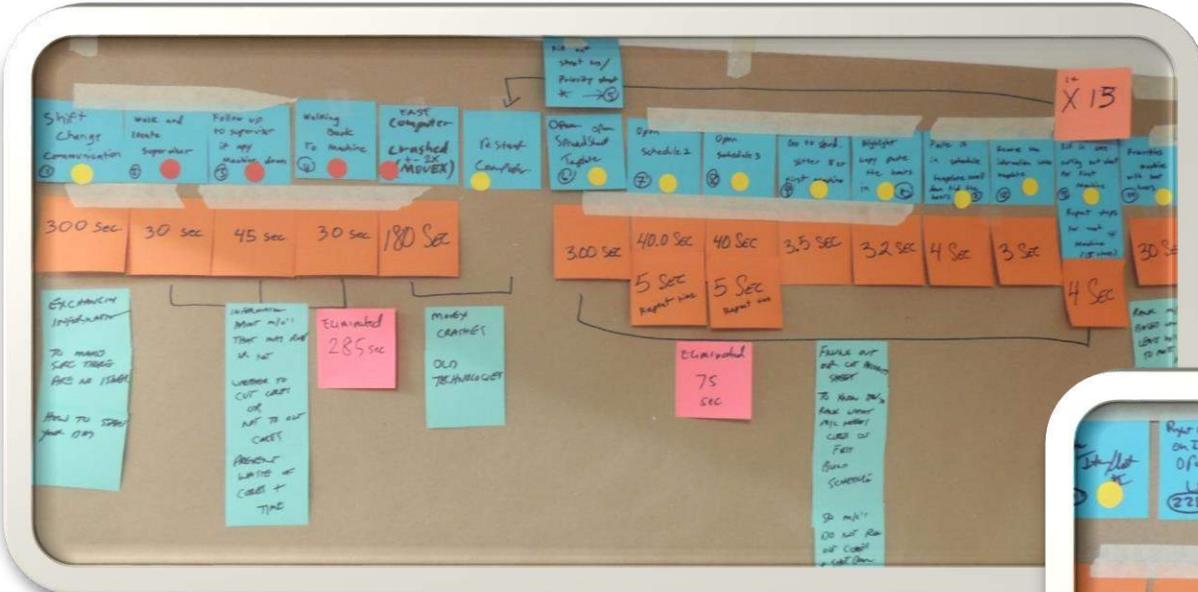
The lifting devices had no permanent home position, left on the floor to gather dirt and damage. Now a new cart keeps them organized and within easy reach.



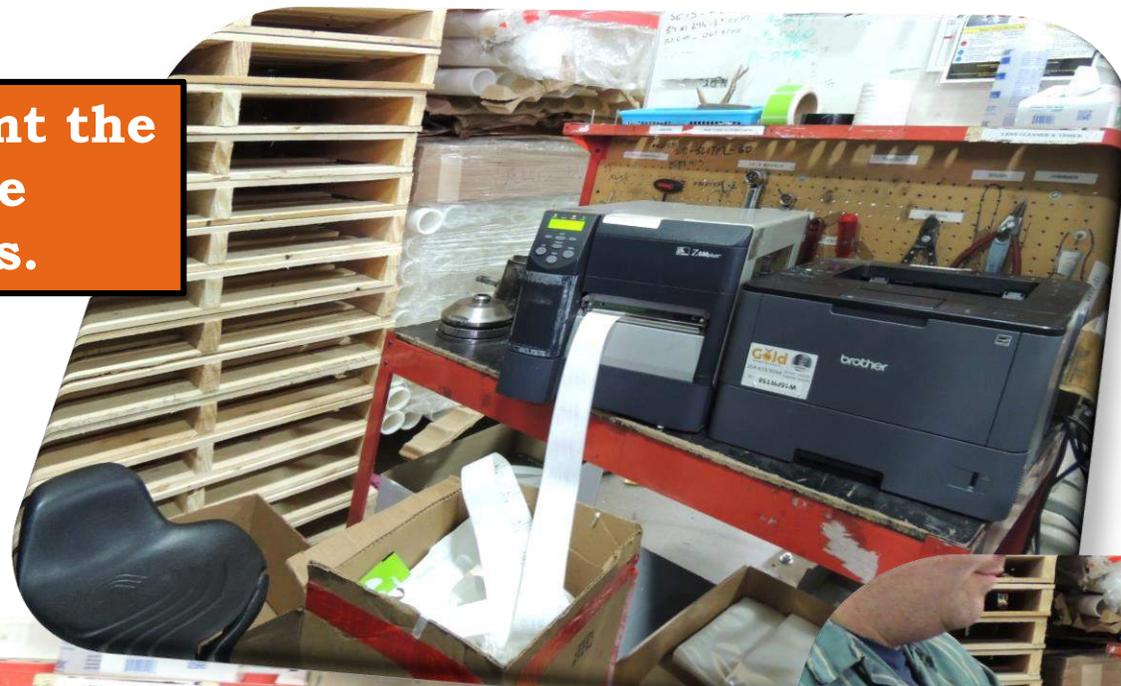
Total chaos above in our doctoring area. Now a new wrapping station and lifting device helps to move product along faster so no more congestion.



This Value Stream Map was showing over 600 steps because of a repeated process dealing with each docket that needed to be created.... Or so we thought the docket was needed.



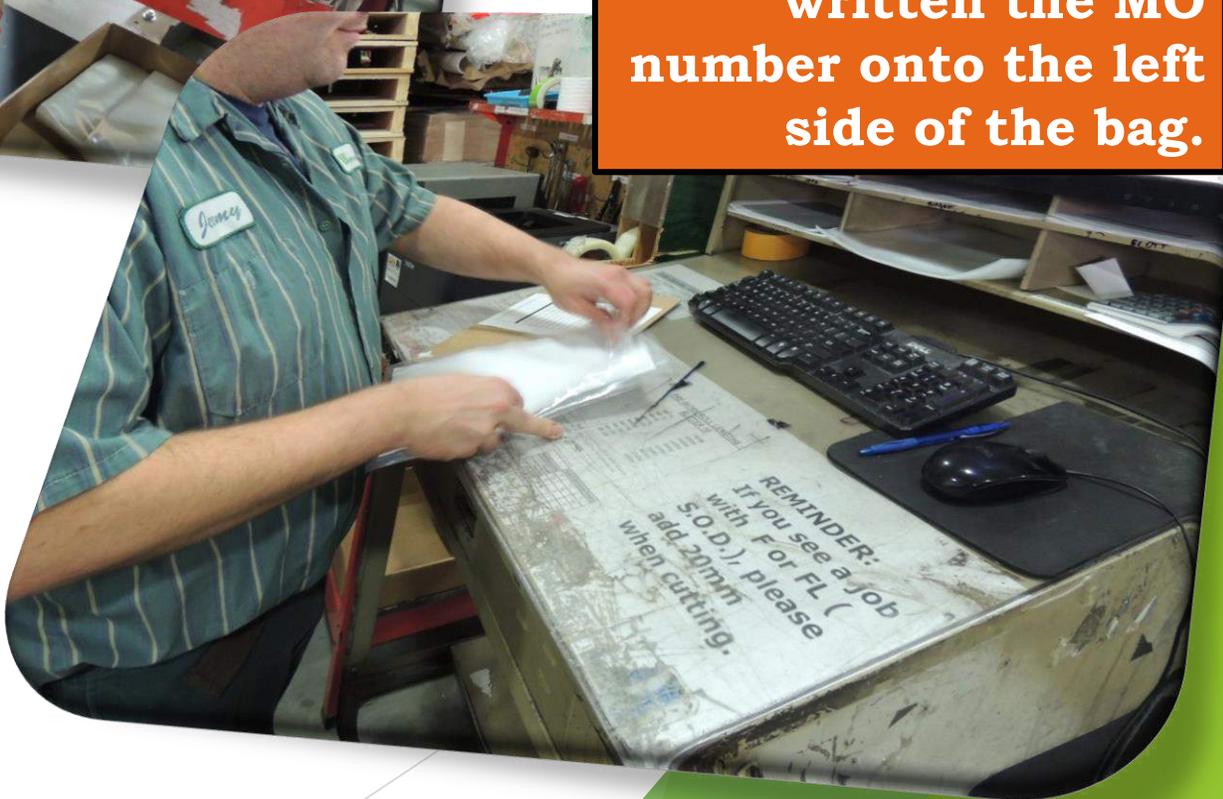
**Print the
core
tags.**

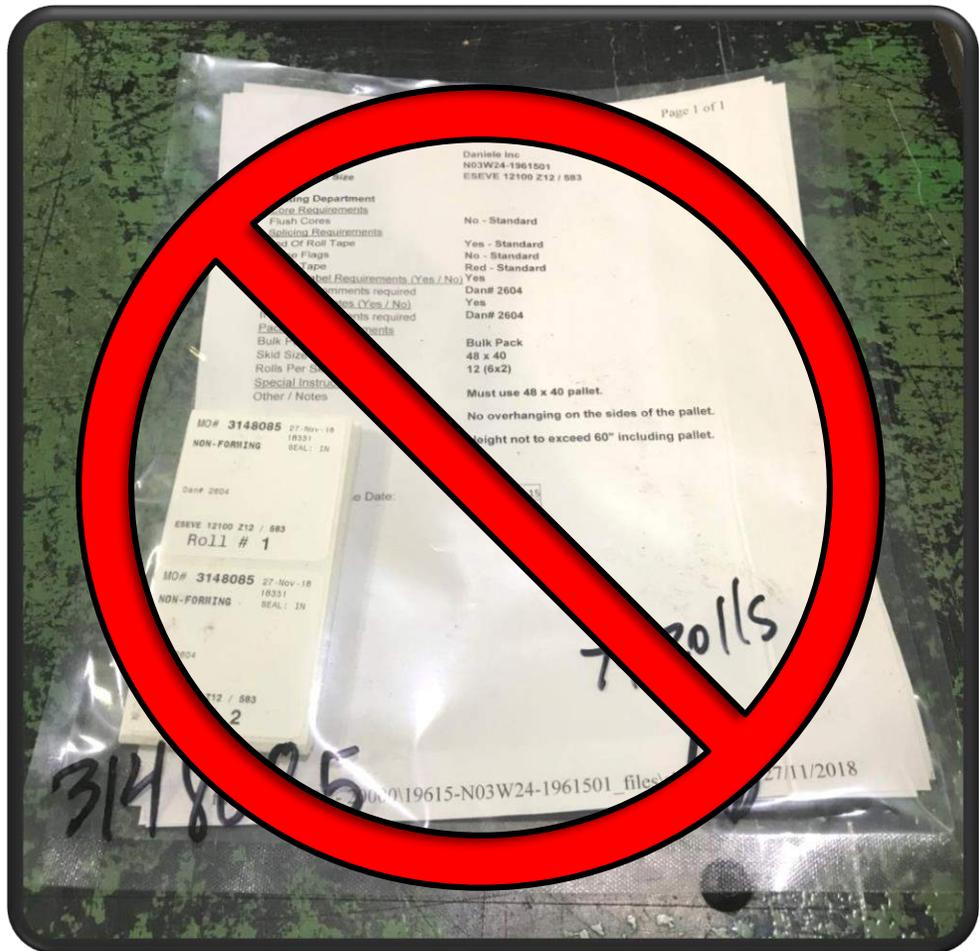


**Print the MO
comment
pages.**



**Place the MO
comment pages and
the core tags into
the plastic docket
bag after you have
written the MO
number onto the left
side of the bag.**





With the elimination of the docket, and core tag production now moved to each slitter. We have 2 to 3 more hours of core production and a lot less stress.

Now with the creation of a Bin Tag, we can see all the information needed.

Slitter #, date the cores were cut, all the MO #s and the quantity of each order and the sizes.

At a glance the assistant can see if the cores needed are on the pallet instead of searching through multiple dockets.

Bin Tag Core Cutting

SLITTER#	Date	MO#	Qty.	Size
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ mm
_____	_____	_____	_____	_____ m

Issue Date: 12-Dec-17 Revision No.: 1 Revision Date: _____



Core tag printer in every machine



Whole Process (1m:0)

VA = 42s = 2%
BVA = 1887.3s = 93%
NVA = 105s = 5%

2034.3s

Sept. 2018 Avg

Changed Process

VA = 92% (6151.5)
BVA = 7% (513.3)
NVA = 1% (30.0)

1114.8

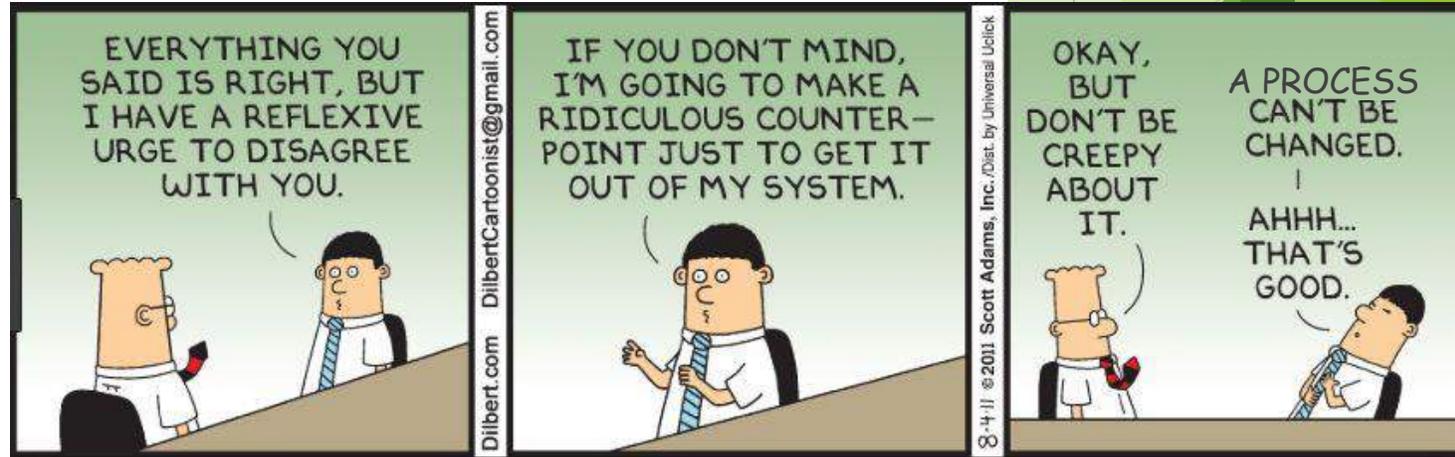
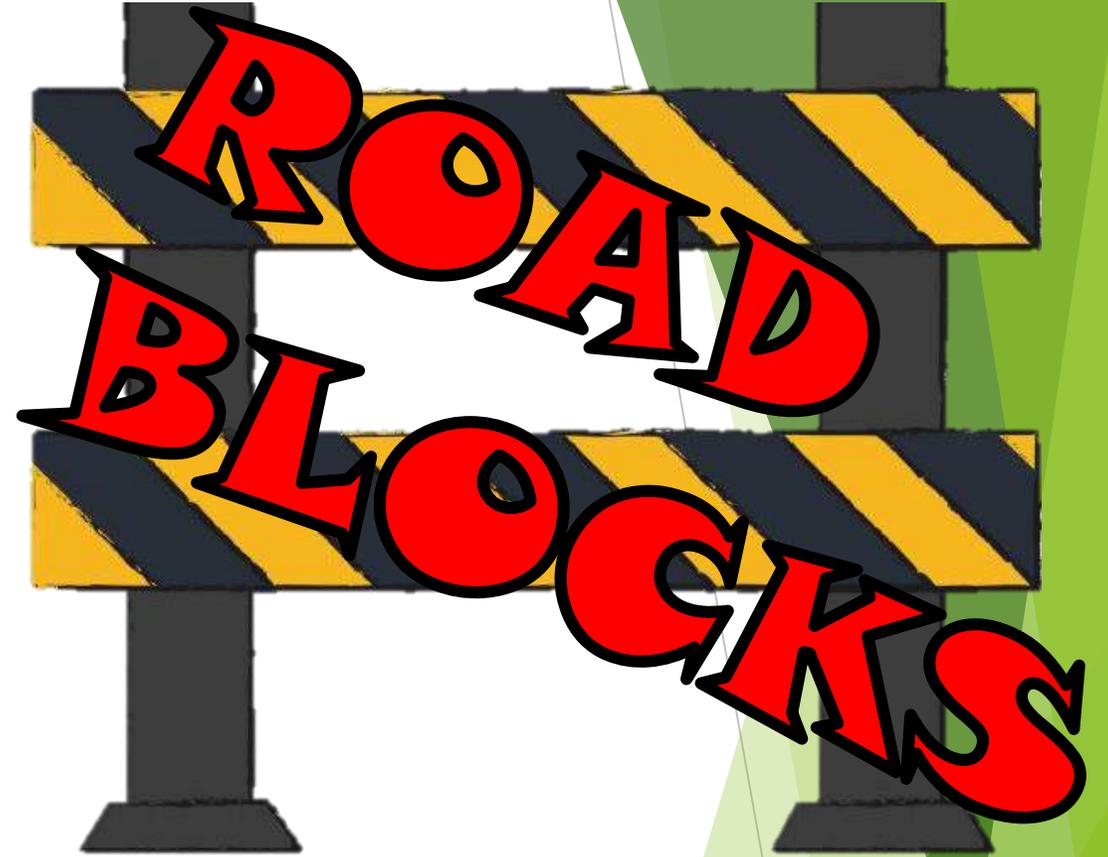
AVG 8HR Shift Sept. 2018

VA = 1428s = 18%
BVA = 6589.8s = 81%
NVA = 105s = 1%

8122.8s

74%

Getting **buy-in** from all levels. From the front-line worker all the way up to the president.



APRIL 2018

Preparation time.
Most times it is a few days at best.
Always scrambling to decide on the focus of the Kaizen.

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Instead of two weeks we normally start preparing a few days in advance of a Kaizen.

The start of a Cycle Time Reduction 5 day Kaizen on the production floor.

Lean Strategy Workshop for Winpak

January 16th,
2019

Facilitator:
Ian Marshall
Lean Champion
CME



During the Lean Strategy Workshop a Project Charter was created. A Kaizen on Kaizen.

 Project Charter

Effort: Easy Medium Difficult
Cost: Cheap Medium Expensive

Team Name: Kaizen Kaizen

Sponsor: Christine Fehler Team Leader: Jason Bloin Project Deadline: March 31, 2009

PURPOSE: Standardize all Kaizens (Plant wide)

IMPACTING METRICS: Quality Efficiency Effectiveness Team Contribution

WORKPLAN / KEY STEPS:

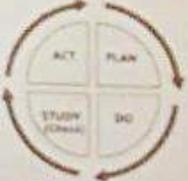
- Outline steps
- Pre/Post Kaizen Guideline
- Audit schedule (1, 2, 3 months)

TEAM MEMBERS: Plant wide Support IT

OUTCOME / DELIVERABLES:

- Post standard on Lean Intranet tab
- Dept goals → 3 kaizen/year/year end post.
- Training meeting before kaizens begin
- Sustainability/Paperless options
- Identify Plant teams / no overlap

Re-check Date: month day year



A team was formed and the Charter was reviewed and updated.



Project Charter

Effort: Easy **Medium** Difficult
 Cost: **Cheap** Medium Expensive

Team Name: Kaizen Kaizen the repeat offenders		
Sponsor: Graeme Hall	Team Leader: Jason Blain	Project Deadline: February 28, 2019
PURPOSE: Review current Kaizen program and to standardize the process for all departments to run/conduct a successful kaizen		
IMPACTING METRICS: Quality Efficiency Effectiveness Team Contribution		
WORKPLAN / KEY STEPS: Review current program Identify issues Brain storm solutions Implement solutions Present to departments new Kaizen process		
TEAM MEMBERS: Kelly Dyck Christine Fehler Daniel Atkins <i>Support: Production Managers</i> Jason Blain Jay Siemens Margaret Gossen		
OUTCOME / DELIVERABLES: Create a checklist for actions/ timeline to be completed prior to Kaizen Create a Facilitator manual for the Kaizens Establish training Material for Kaizens Create 6 week action plan with steps for post Kaizen Establish an audit system/schedule to monitor the changes created during Kaizen		

Re-check Date:
month day, year



Jason



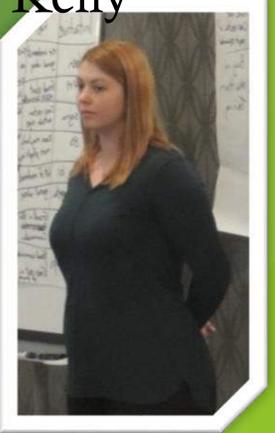
Christine



Daniel



Kelly



Margaret



Jay



6 WEEK ACTION PLAN

KAIZEN EVENT: Kaizen Kaizen

To Be Completed During Blitz						AUDITOR'S ONLY	
Activities	Assigned to:	Start Date	Completion date Blitz or 6 Week Action List	Comments	Status Yes () or No (x)	Comments after 6 Week Follow-Up Audit	
QUICK HITS							
1	Update SOP in Kaizen presentation	Jason			Powerpoint Template review and update the notes		
2	Update Pre Kaizen checklist	Jason/Christine			Checklist has been update. Needs to be viewed by team before identifying as complete.		
3	Update agenda for Kaizens	Margaret/Jason					
4							
5							
6							
7							
GEMS							
1	Create tracking system to share Kaizens (Gantt chart)	Daniel			Include audit section. Daniel is working on Adding this to the Winpak intra net easy viewing of progress of Kaizens/action list.		
2	Create SOP for Kaizens	Kelly/Margaret					
3	Develop a Facilitators guide for Kaizens	Jason/Margaret			Notes on Powerpoint. 60% complete		
4	Create one central locations for all Lean initiatives	Jason		Complete			
5	Update training presentation for Kaizens	Jay/Jason			Include sustainability 80% complete		
6	Organize Lean initiative folder	Jason			40% complete		
Strategic							
1							
2							

Kaizen Blitz Event: Planning Checklist

Purpose:	This guide is to help Facilitator's plan for their 5 day Kaizen		
Plant Manager		Sponsor	
Dept. manager		Event Start Date	
Event Type		Area of Event	
	<input checked="" type="checkbox"/>	Activity	Comments
2 Weeks Prior			
1		Follow up with Dept. Manager of area to define scope	1) Set up meeting - important to ensure scope is clearly defined 2) Inquire of possible process owners for team: Manager/Supervisor + Employee
2		Book meeting room for team: Send request to Process Improvement Coordinator in OPEX	Should be booked for 5 days from 7:30AM to 4:30PM
4		Email all other Managers for potential team members	It's good to have "outside eyes" to assist
5		Finalize Project Charter and gain approval	Email copy to Plant manager and OPEX for review
8		Follow-up with people who haven't confirmed team members	
9		Walk the process & discusses opportunities for improvement with Dept. Manager	May need to set up meeting, if difficult to get time; also informally speak with process owners to get information of typical problem areas
7		Confirm room availability and reserve all necessary supplies	LCD projector, stop watches, measuring equipment, camera, etc.



Introduction to Lean



Facilitator Guide booklet

Name	Date modified	Type	Size
videos	05/07/2016 12:32 ...	File folder	
001_Kaizen Planning Checklist	31/01/2019 2:58 PM	Microsoft Excel W...	63 KB
002_Project Charter Template	31/01/2019 4:11 PM	Microsoft Excel W...	41 KB
003_CTR kaizen presentation	30/01/2019 1:43 PM	Microsoft PowerP...	41,998 KB
004_IRS (ex CEC) Template V2	14/02/2019 2:48 PM	Microsoft Excel 97...	975 KB
005_6 Week Action Plan Template	29/11/2018 2:52 PM	Microsoft Excel W...	18 KB
Kaizen Blitz CTR Agenda	14/02/2019 2:47 PM	Microsoft Excel W...	43 KB
Kaizen Blitz report out Template	30/01/2019 1:19 PM	Microsoft PowerP...	485 KB
Time observation sheet	05/11/2018 9:33 AM	Microsoft Excel W...	57 KB

Imagine a World Without...

- Street signs
- Addresses
- Scores during a game
- Organized grocery aisles
- Air traffic controls
- Drive-through fast food restaurants



Visuals are all around us !! Probably wouldn't watch a sports game if they didn't keep "the score" ...
Also, think of international RED CROSS (symbol)
Also, think of a car intersection... RED, YELLOW, GREEN most basic visual display/ visual control in existence...

After each Kaizen we post a Self Audit Photo of the area. Now all employees can see what the area needs to look like at the end of their shift.



5S Audit Score 2.9 Before

5S Audit Score 4.7 After

Report-outs are typically done during the day shift so the afternoon and midnight shifts never get the whole story.

**BUT
NOW!**



Solution



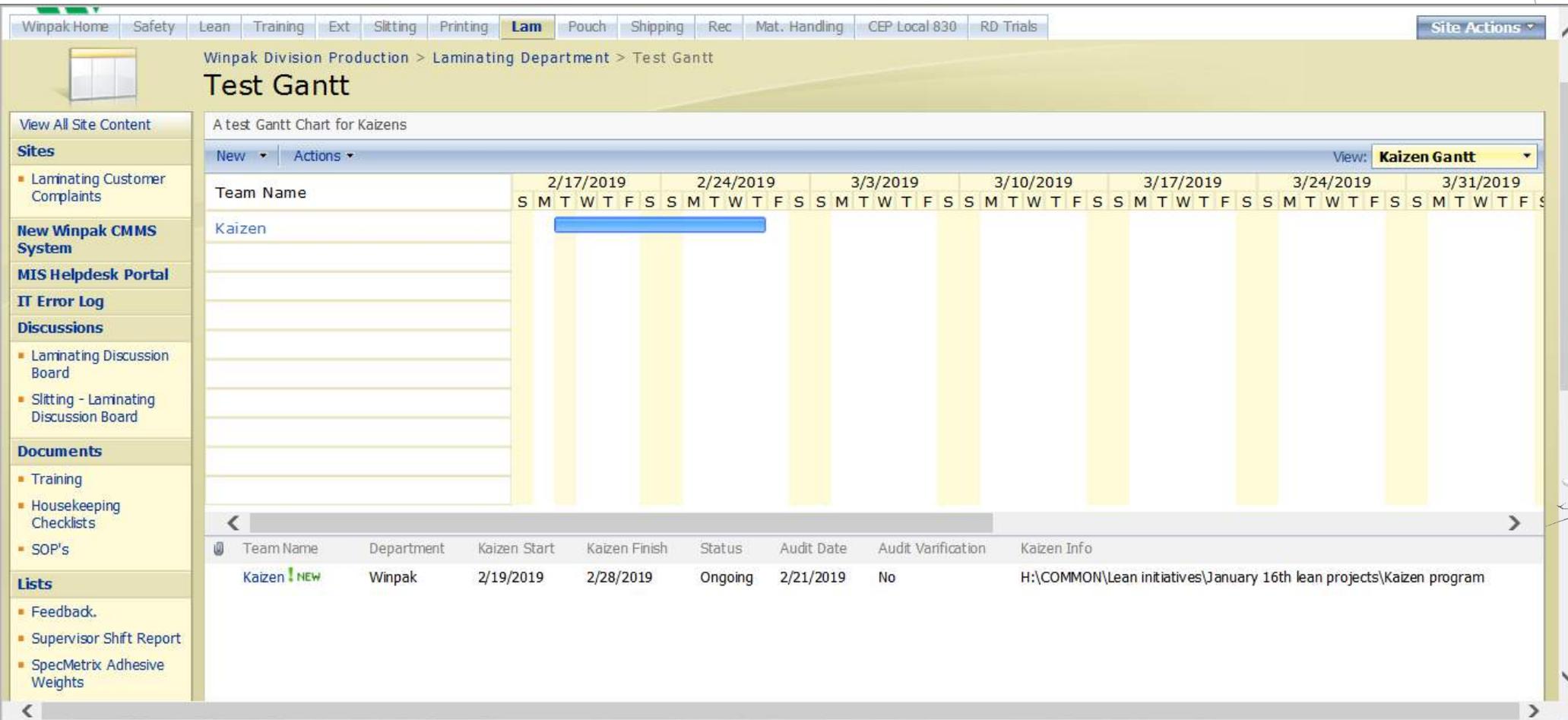


**The lack of audits
makes
sustainability very
difficult to
maintain.**

**Moving towards
a paperless
process will
make it much
easier to control.**

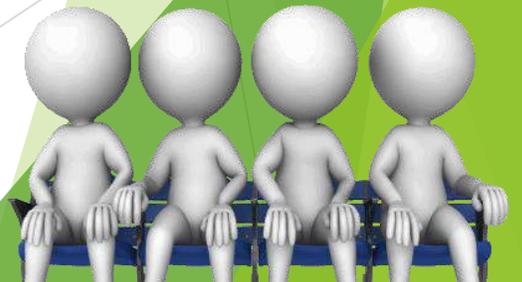


Gant chart to track progression of projects from planning to completion



Lessons Learned

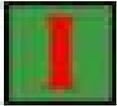
- ▶ ***Caleb Burns*** – I believe it is our obligation to listen and learn from the people that perform the process. Together we can make the changes that will allow new and existing employees to be better at what they do.
- ▶ ***Arnold Barbon*** – “Be the change that you wish to see in the world.” Mahatma Gandhi
- ▶ ***Geoff Desepe*** – Having people from other departments allows to get a fresh perspective.
- ▶ ***Jason Blain*** – Sometimes its difficult to let go and watch new ideas grow.



Remember...TIM WOODS the 8 Forms of Waste



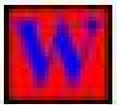
Transport - Moving people, products, information



Inventory - Storing things, supplies, documentation, information



Motion - Bending, turning, reaching, lifting, avoidable repetitive motion



Waiting - For work, information, instructions, approvals



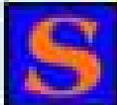
Over production - Making more than is immediately required



Over processing - Ineffective processes, doing unnecessary work



Defects - Errors, incomplete information, scrap and rework



Skills - Under utilizing capabilities, under-developed problem solving skill





Skills - Under utilizing capabilities, under-developed problem solving skill

