

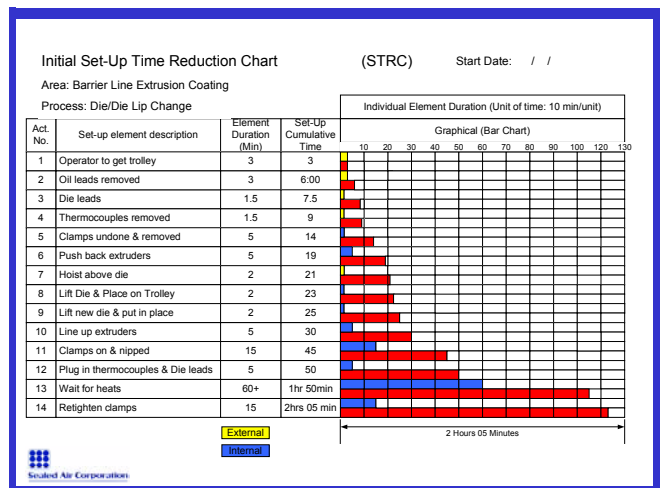


## Hot Stuff: Cryovac Team identifies a 76% reduction in set up time and \$680,000 savings

Cryovac is the food packaging division of Sealed Air Corporation, a leading manufacturer of a wide range of fresh food, protective and specialty packaging products.

They may have called themselves “The Hot Lips” but as Cryovac finalists in the 2004 TPM<sup>3</sup> Kiwi Cup Team competition, their achievements were pretty “Hot Stuff”! The team’s mandate was to analyse their current set-up time and achieve a reduction in set-up time of 50% which they exceeded by 26% resulting in the team achieving a 76% improvement! If gains were sustained they would result in NZ\$680k per annum.

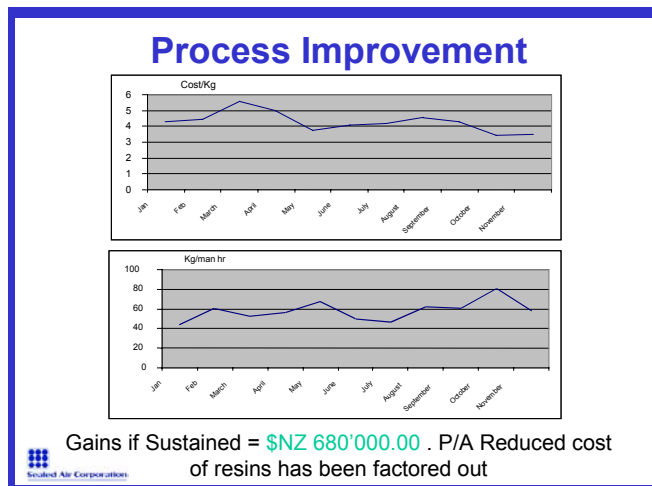
So how did the team manage to achieve such a tremendous result?



The team chose to focus on seven areas

- Clamps undone and removed
- Push back extruders
- Lift die and place on trolley
- Lift new die and put in place
- Line up extruders
- Clamps on and nipped
- Plug in thermocouples and die leads

The team had an issue with the die trolley, as tools were never there when you needed them so a great deal of time was lost trying to locate them.



Lip changes were identified as a major downtime loss so the teams doing the Die / Die Lip Change created a Set-up Time Reduction chart. To do this the team videotaped the process itself, then the team reviewed the video noting the set-up elements, determining whether they were internal or external and recording the duration of each set-up element. From there the team calculated the cumulative set-up time as shown.

WAM

### The Objectives of Work Area Management

To do something about our key frustrations

*“Do you ever waste time trying to find something when you are about to do a task?”*

*Do you find other shifts doing things their own way?*

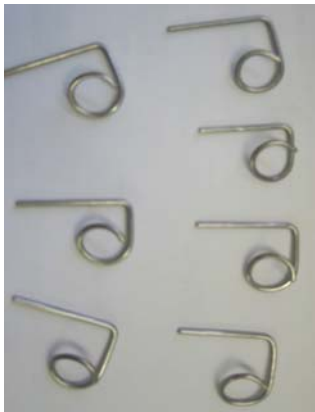
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## Team Improvement Actions

### Label Die Trolley

The team decided that the trolley was to remain in one place and clearly labelled, as the die was hot, to warn visitors or other people in the plant who were not familiar with the process.



### Attached Pig Tails

They attached pig tails to the die enabling the leads to be kept away from the die body and kept together for easy connection.

### Tagged Die Leads



The die leads were tagged with the number of each die so they did not end up in the wrong zone and the lead ends were colour coded to correspond with the colour of the tags.

### Colour Coded Leads

By colour coding the leads this ensured they were inserted into the correct plug in the station.



### System in place for Leads and Thermocouples



By installing a system for the leads and thermocouples every lead hook had its own colour for traceability.

### Colour coded Die Leads

They also colour coded the die leads to match the same colour heating station plug so everyone knew the right zone for each station and no time was wasted trying to work out which leads went where!



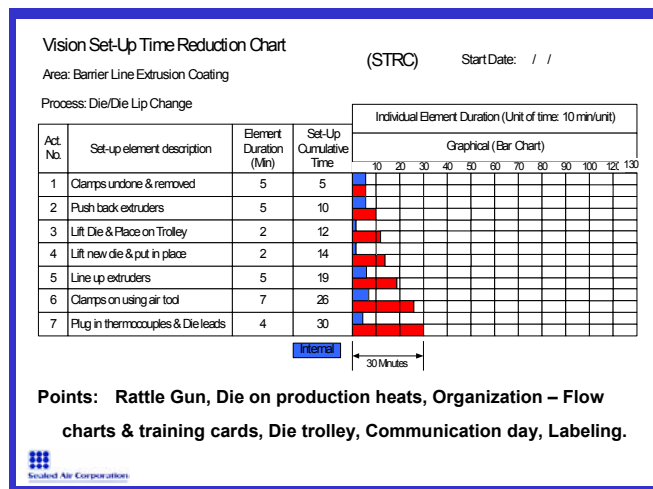
### Rattle Gun

When it came to undoing the nuts in the change over, the operation was carried out manually. This was not only an unsafe work practice, but also time consuming and damaging. However people accepted it because it had always been done that way!

They implemented the use of a rattle gun for undoing the nuts and allocated a team member to train people in this procedure. This gave ownership and trust to individuals.



Did all of this work?? The team tested the improvements not only on their shifts but on other shifts and proved the gains were true and achievable. The process of set-up used to take 2 hours but now takes less than 30 minutes.



Sustainable?

To sustain the results, operators need to be trained, through the use of operator training cards that will be given to each operator (one at a time) and they will not receive the next card until deemed competent in the current one. Also being used are flip-flop charts displayed at the station, with one chart covering several procedures making the operators job easier. The team emphasised the need to keep momentum going throughout the site and to standardise improvements so gains in productivity will not be lost.

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