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Manufacturing Process Improvement Sample Proposal

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June 28

Bob Millings
CEO
Lakota Cardboard

Dear Bob,

You asked me to undertake a study of our manufacturing process with the intention of improving it any way we can so we could be more competitive. To this end, I hired Industry Consultants Inc., a group of efficiency consultants who have two experts in paper manufacturing processes on their staff.

This packet includes their findings and recommendations and my recommended plan. I think you'll be pleased.

Sincerely,

Maria Walters
Vice President



Manufacturing Process Efficiency Improvement

June 28

Prepared for: **Bob Millings**
 CEO

Prepared by: **Maria Walters**
 Vice President



We hired Industry Consultants Inc., a group of efficiency consultants who have two experts in paper manufacturing processes on their staff to assist in improving our manufacturing process.

Based on observations and analysis of our manufacturing process, Industry Consultants Inc. recommended that we purchase the Efficient Cardboard Manufacturing (ECM) software program and that we computerize job scheduling and operation of the cutter.



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Industry Consultants Inc. made the following observations about our manufacturing process at Lakota Cardboard.

On September 3 and Sept 4, two industrial engineers—Lynda Burghart and Patrick Littlehorse—who specialize in paper product manufacturing, walked around the manufacturing floor with stop watches and video cameras and studied our process.

These are their observations:

- **The most time-consuming part of the process is changing the paper rolls on the corrugator.**

Situation: Three rolls of kraft paper must be loaded onto the corrugators at the beginning of each job, and sometimes new rolls must be loaded when one runs out. At the end of a job, usually one or more of the paper rolls must be switched out for a different weight of paper.

For each loading process, a forklift operator must drive to the storage area, retrieve the correct roll of paper, transport it back to the corrugators and load it. This process typically takes 20 to 35 minutes. For each swap process, the paper roll must be removed from the corrugator, transported back to the storage area, and then a new roll must be selected, transported, and loaded. A swap process typically takes 45 to 50 minutes. Because of the extreme weight and size of the paper rolls, transporting and loading or removing the paper rolls is a dangerous and time-consuming job; for safety reasons, almost all other work must stop in the area while paper is transported, loaded, or unloaded.

Significance: Because swapping paper rolls happens multiple times during a manufacturing shift, the process of moving the paper rolls causes a lot of down time among the workers on the manufacturing floor.

Remarks/Recommendations: Using the new ECM software program, specifications for all jobs should be entered into the computer as they are received. The ECM program will then batch all jobs that use the same rolls of paper together. This will save significant time and money as fewer paper roll swaps will be needed.





S A M P L E

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