

Kaizen Event: Do You Need Faster Setups to Reduce Lot Sizes or Increase Capacity?

EMS Consulting Group is a management consulting firm designed to create value for manufacturers, service providers, and product developers. Our clients include organizations from the medical device, biotech, aerospace, defense, and consumer products industries. Providing lean manufacturing training and lean manufacturing consulting services; we help our clients achieve lower costs, improved productivity and quality, and decreased time-to-market.

Case Study

The Problem: A medical device company in Orange County had very large inventories of product due primarily to its long setup times for its machine tools. The company had operated under the assumption that it was most efficient to build large lots. Its corporate headquarters, however, mandated a reduction in inventory.

The Solution: EMS Consulting Group, Inc., when presented with the problem, recommended reducing setup times to make smaller lots a reasonable option and thus reduce inventory dramatically. Over a 1 week period, EMS Consulting Group, Inc. facilitated a small team of front-line workers and engineers utilizing Single Minute Exchange of Die (SMED) principles. The team developed a new process that included externalizing some processing steps (doing preparatory work while the machine to be setup is still running), streamlining adjustments through improving the process for machine off-sets, and a number of other small improvements.



The Results: The resulting improvement was a 50% reduction in changeover times; this resulted in a nearly 50% reduction in finished goods inventory, exceeding corporate headquarters' expectations.

What do our clients say?

"(EMS Consulting Group Sr. Partner) Darren Dolcemascolo did a great job helping us develop and execute a plan to integrate Lean Manufacturing / Operational Excellence into our culture. He worked extremely well with Gen-Probe team, training people from multiple sites around the globe in Lean Tools and Techniques, and was instrumental in ensuring that we had the skills to move forward on our own. I would highly recommend him to an organization who needs a Lean educator and coach." - Jorgine Ellerbrock, Sr. Vice President, Operations, Gen-Probe Incorporated

"I've used EMS to implement Lean concepts at two different companies and they have always provided exceptional service. They supported my companies by conducting Lean evaluations, train-the-trainer, general employee training, implementation of 5s, and facilitating Kaizen events (both manufacturing and service). What makes them unique is that they are willing to tailor their Lean approach and material to any company or situation. It's not your typical "canned-Lean presentation" and, unlike several Lean consultants, they do not pressure for additional work. EMS will only provide the services that you need to be successful. They have never disappointed to provide results." - Kermit Stott, Sr. Vice President, Operations, Alphatec Spine