



## Case Study Changeover Reduction...

### The Challenge

Effective changeovers are always an important aspect on manufacturing lines, often causing excessive downtime, start up issues, slow running and short stops. Due to the complexity, at this well known

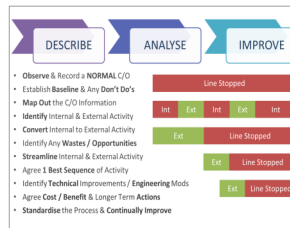
FMCG company, the execution of changeovers was discussed during a FREE Business Improvement Review, and we agreed to conduct a SMED (Single Minute Exchange of Dies) program to optimise and standardised the process.

### The Plan

- 1 • Preparation, Planning & Familiarisation
- 2 • SMED BEFORE Workshop
- 3 • DESCRIBE - GO & DO Session/s
- 4 • ANALYSE - Process Map C/O & Spaghetti Diagrams
- 5 • ANALYSE - SMED AFTER Workshop
- 6 • IMPROVE - Pilot New Process & Review  
• IMPROVE - Establish SOPs and Roll Out to Quick Wins
- 7 • SUSTAIN - Setup C/O Monitoring  
• SUSTAIN - Longer Term Improvements & Actions

<b>Objective:</b>	<ul style="list-style-type: none"> <li>To deliver SMED workshops &amp; techniques, focused on a selected changeover to reduce planned downtime and provide an ongoing methodology to make further improvements.</li> </ul>
<b>Activities:</b>	<ul style="list-style-type: none"> <li>Meetings / Coaching with Site Champion / Leader</li> <li>Creation of Customised Workshop Materials</li> <li>Assessment of Historical Changeover Performance</li> <li>SMED 'Before' &amp; 'After' Workshops</li> <li>SMED 'Go &amp; Do' Workshops</li> </ul>
<b>Outputs:</b>	<ul style="list-style-type: none"> <li>SMED Training, Teach Points and Templates</li> <li>Standard Operating Procedure for Revised Changeover Process</li> <li>Implementation of Visual Performance Monitoring of Changeovers</li> <li>Standard Method to Optimize All Changeovers</li> </ul>

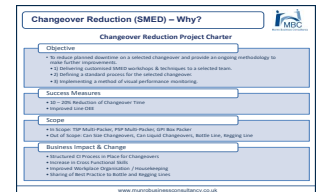
From this an agreed project charter and timing plan were created with the site champion, along with customised presentations and templates for the planned workshop sessions.



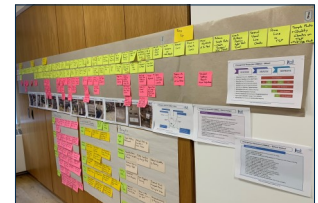
'Go & Do' sessions were then completed, where the focus changeovers were observed from start to finish, accurately recording each task and utilising photos / videos for later reference. This information was then used to develop a comprehensive brown paper map of the complete changeover, highlighting issues; improvement opportunities; actions and benefits, which were presented back to the wider team and senior management to agree implementation timelines,

### The Activity

Initial meetings were held with the senior management team to discuss the timing of events, arrange the required resource, appoint a site champion and gather historical performance data to communicate the rationale to those involved.



The first workshop session focused on engaging all individuals from the area, outlining the reasons for optimising changeovers, explaining the SMED process and gathering everyone's input on the current challenges and opportunities. A smaller, core team was then selected to continue the process and feedback findings to the wider group.



### The Results

- Tangible improvements focused on the release process, guides setup and change part organisation, which reduced the setup time by 50%.
- Intangible improvements on safety, ways of working and ease of setup.
- SMED training, teach points and templates to optimise ALL changeovers.

