

Testimonial:

"AKA and their Problem Solving A3 offering enabled our Staff to learn the 7 Step Method and organize their Problem Solving into a 1 page report. Armed with a Standard Process, 6 teams worked on different metrics and issues to uncover potential actions for improving."

Richard Field, President
Post Glover Resistors, Inc.

Company Profile:

Founded in 1892, Post Glover Resistors produces resistors at its Erlanger, Kenton County, Kentucky facility. The company employs 110 team members who deliver a variety of resistors to their industrial, utility and transit customers. Post Glover brings the broadest line of neutral grounding resistor products and the most engineering experience to the industry.

Situation:

As a longtime KY MEP client, Post Glover and its employees have embraced Lean Manufacturing through classroom training and Kaizen Days to address improvement needs. With the acquisition of another resistor producer and an uptick in sales and new product introductions, achieving existing metrics and expectations required a boost. Richard Field, President, determined he wanted his employees to learn how to more effectively solve problems.

Solution:

Richard Field enlisted the Advantage Kentucky Alliance to specifically provide his Supervisors and Staff with a tool set to allow them to take a more structured approach to Problem Solving.

Tim Vickers led a cross-section of Post Glover's Management, Engineering, Purchasing, Sales and Manufacturing staff through Lean 101 and A3 Problem Solving training. Once there was a basic understanding of Lean and the 7 Step Problem Solving model, the group was ready to tackle real issues.

Post Glover provided a list of current company issues that they wanted addressed. This list included Sheet Metal Utilization, Purchased Parts Outages, RMA Reduction, On Time Delivery, Kanban Improvement and the Manufacturing to Sales Communication Process.

Each Team met with Tim Vickers for two 4 hour sessions to work their assigned problem through each of the 7 steps. From Definition to Countermeasure, each team took a look at current data, collected additional data and focused on the solutions that directly related to the problem at hand as well as the root causes.

Utilizing this data they plotted Line Graphs and Pareto Diagrams. Once a specific area of focus stood out, they brainstormed problem causes utilizing Fishbone and 5 Why diagrams. For each cause uncovered, the groups documented a correlating Countermeasure and narrowed those countermeasures down through use of a weighted Selection Matrix.

Each team worked from 2 to 3 months on their respective problem and reported their progress to the Executive Management Team for approvals and support to its conclusion

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Direct Results:

No less than 80 ideas for improvements were raised. Many of these ideas will require the new facility before they can be fully implemented. At this point however, 4 items have been eliminated completely and 17 others have been implemented in our current facility. The goals for the "future state" improvements below have been discounted to 64% in an effort to be realistic and conservative for the first 12 months:



Cycle Time is expected to decrease by 40% in the first year.



Lead Time is expected to be cut by 14% in the first year.



Efficiencies due to new plant floor layout are expected to produce a 49% decrease in the distance goods travel within the plant, within the first year alone.

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