

Testimonial:

"Improvements continue to be achieved every time we hold a Kaizen event. In this instance we were able to achieve a one-person reduction in staffing, reduce by 2+ hours per week the time to produce bar code labels, and reduce by several hundred dollars per year the supplies required to print those labels. All this saved from one opportunity. Our Kaizen events and our 5S+1 (safety) work through Lean Manufacturing methods garner praise from every visitor we have through our facility and improves the morale of our employees."

Phil Warren, VP of Manufacturing
Papercone Corporation

Company Profile:

Founded in 1964, Papercone Corporation produces specialty envelopes and soft packages at its Louisville, Jefferson County, Kentucky facility. The Kentucky-based company employs 121 team members who deliver advanced printing, converting and manufacturing solutions to their commercial customers. Papercone's stock offering of specialty envelopes and packages is the largest in the industry. They also offer custom solutions designed to meet specific customers' needs.

Situation:

As a longtime KY MEP client, Papercone Corporation and its employees have embraced Lean Manufacturing through classroom training and subscription Kaizen Days to address continuous improvement needs. One such need surfaced when an employee needed to take over a Warehouse position due to a termination. As this newly assigned employee filled in, it became evident to all that there was a need to remove waste from that process. Management believed this would allow for a better use of manpower without hiring. They were right.

Solution:

Papercone's Phil Warren-VP of Manufacturing and Amy Klempner-VP of Human Resources, co-owners of the company's Lean Initiative, organized a two day Kaizen Event. They presented Tim Vickers, AKA Project Manager, with a Kaizen Objective to reduce the amount of time required to receive, warehouse, label, and distribute roll goods to manufacturing. The Papercone Team then did a Value Stream Map for the process. They identified distance travelled on forklift and walking, as well as the time to unload truck, walk receiver to the office, print in-house labels, walk labels to warehouse, position labels on rolls, and move allocated rolls to manufacturing. After the Current State was identified, the team brainstormed and red-lined the map for the improved Future State. Some breakout ideas were to eliminate printing and positioning of the in-house barcode label by utilizing the vendor barcode label. Also, the team identified that using fork extensions would allow for double the capacity to deliver some of the 15k rolls annually to manufacturing, thus reducing the number of trips required from the Roll Warehouse to the production areas.



Direct Results:



Netted Reduction in Cycle Time through elimination of non-value added processing equivalent to one full-time employee.



Reduced by 2.5 hours per week, the time to produce bar-code labels.



Reduced by several hundred dollars per year the supplies required to print those labels.