



**Bridge Support to
Cash Supply and
Citizen Identity
Industries**

Bridge Manufacturing Turnaround



Case Study PPS



- **Background:-**

Company X –Currency and security printing business.

150 employees at the UK site responsible for manufacturing security tapes and holographics for Banks of England, India, Malaysia , Visa, and European Football Association

- **Symptoms and failure:-**

High scrap rates with no focus on in depth problem solving

Reliance on a very traditional high skill set

- **Bridge engagement:-**

Requested by recently recruited senior management team who had seen automotive principles implemented and wanted to utilise these approaches in a different arena.

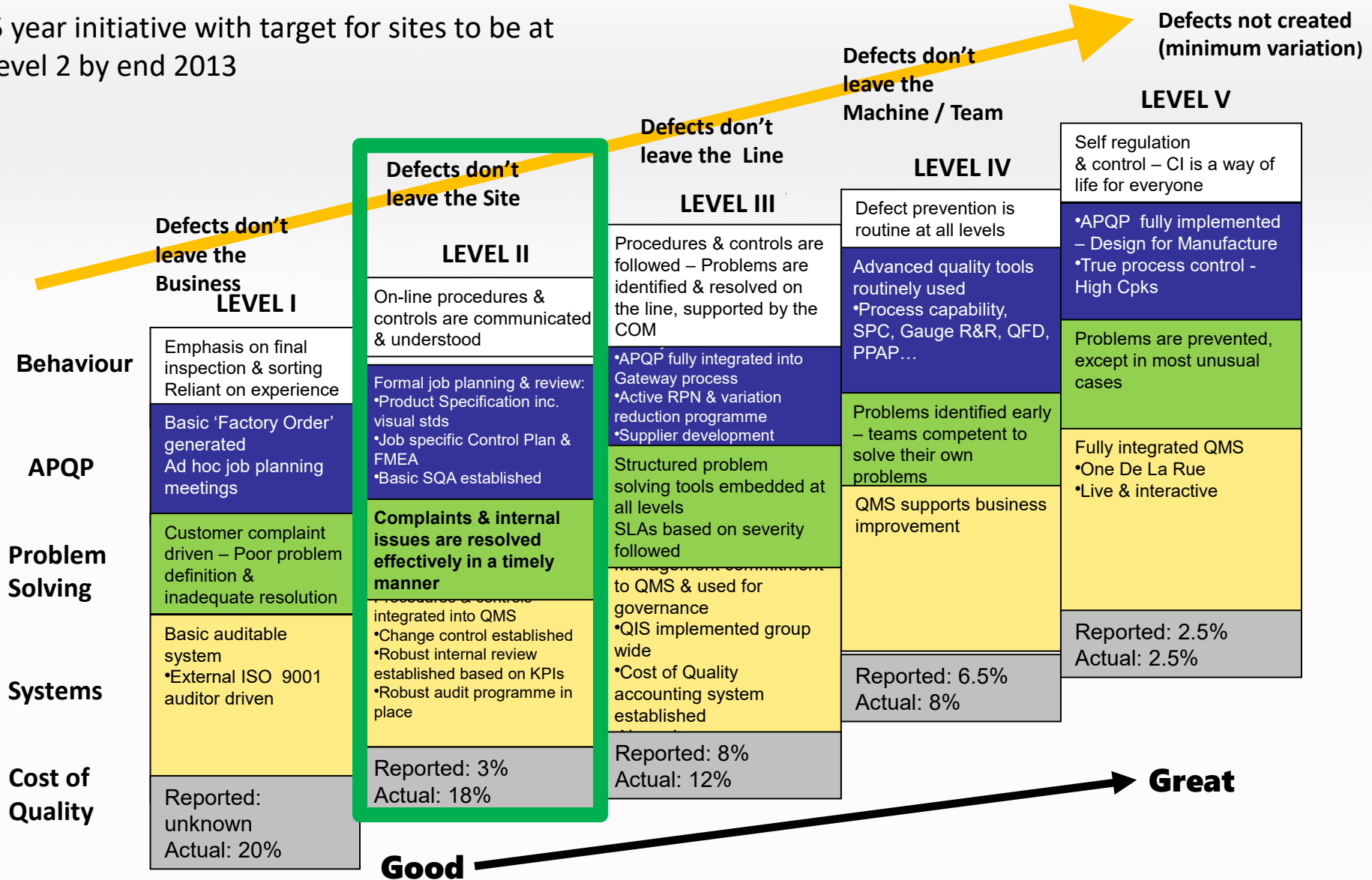
Business initiative identified but required implementation plan



Case Study



5 year initiative with target for sites to be at level 2 by end 2013





Case Study



What did “level 2” look like?

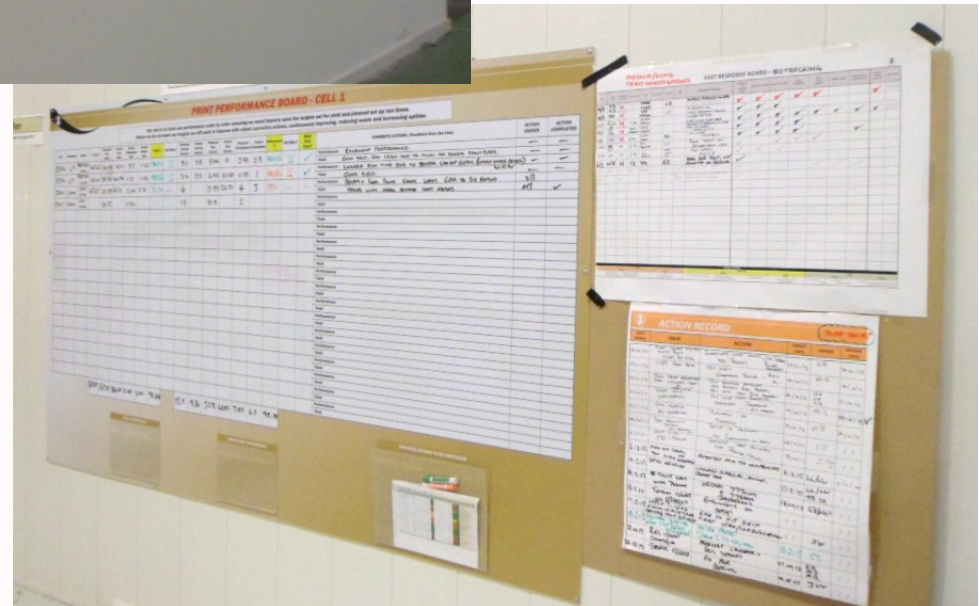
Element Name: Product Quality Standards		Plant:		CLEAR CELLS		
Calibrator:		Date:				
Definition: Measurable requirements for product characteristics, which when satisfied, ensure our products meet internal/external customer requirements.						
Purpose: To provide cross functional groups with criteria for product evaluation.						
Core Requirements:						
Item #	Item or Subject	Level II	Evidence			
BIQ-1	A documented process is in place to develop, approve and revise the product quality standards. <i>Key Points: A documented process, which shows how standards are developed and ensures that the latest version of the standard is at the work station (includes boundary samples). Describe how features that require PQS are determined. Outline who, what, where, when, and how PQS' are 1) developed, 2) confirmed, 3) approved, 4) distributed, 5) revised.</i>	1.Documented Procedure that shows evidence of application 2.Product Specification and Visual stds applied	Procedure owned by quality, Part of weekly quality review agenda			
BIQ-2	Product quality standards must satisfy customer, engineering, and regulatory requirements. <i>Key Points: Identify how the organization determines voice of customer and the feedback loop to ensure quality are standards reflected or revised as necessary. PQS must satisfy External customer (warranty data, customer surveys, engineering and regulatory requirements etc.) and Internal customer issues processing requirements, downstream operations).</i>	1.Documented Procedure that shows evidence of application 2.Stds reviewed and updated where required where quality issue has arisen	Procedure owned by quality, Part of weekly quality review agenda			
BIQ-3	Product Quality Standards are clearly communicated to the user/team member at the work place. <i>Key Points: The Team Member must know the content of all the standards related to their job. PQS must be easily accessed (minimum inspection stations) to support judgment. Standards are communicated through, Boundary Samples and Visual Aids. Select a number of PQS to check team member understanding.</i>	1.Limit / boundary samples in place for all visual stds (visual stds book) 2.Team Members understand limit / boundary samples	Boundary samples and visual aid available and documented with work instruction Team members trained by shift leaders via briefings			
BIQ-4	The Product Quality Standards are incorporated in the standardised work. <i>Key Points: Look for evidence that PQS are referenced or incorporated into the standardised work documentation (JES) and the team member understands them (referenced standards are maintained in close vicinity of the workplace).</i>	1.PQS documented within job pack / BCM 2.Team Members understands PQS	As statement Team members trained by shift leaders via briefings. (Recorded on Skills matrix)			
Results:		0	Δ	0	X	0



Case Study



Shop floor communications centres implemented with daily employee briefs to identify issues





Case Study



3 different levels of Practical Problem Solving training given

Basic:- Aimed at general operators
How will they be involved.
What will it look/feel like
What is the company objective

Practitioners:- 3 workshops x 1.5 hours each
Separated by 1 week to embed the learning
Support given between each workshop

Initially 25 supervisors/technicians identified to under go training but found to be such a benefit eventually 120 people trained from all levels

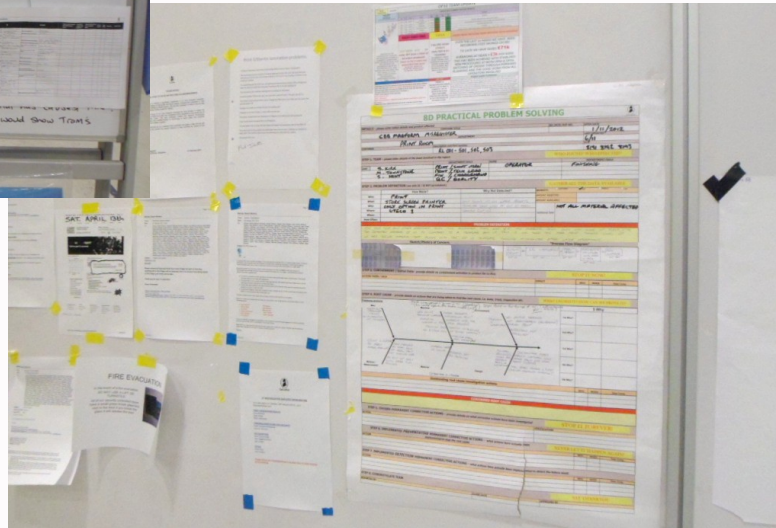
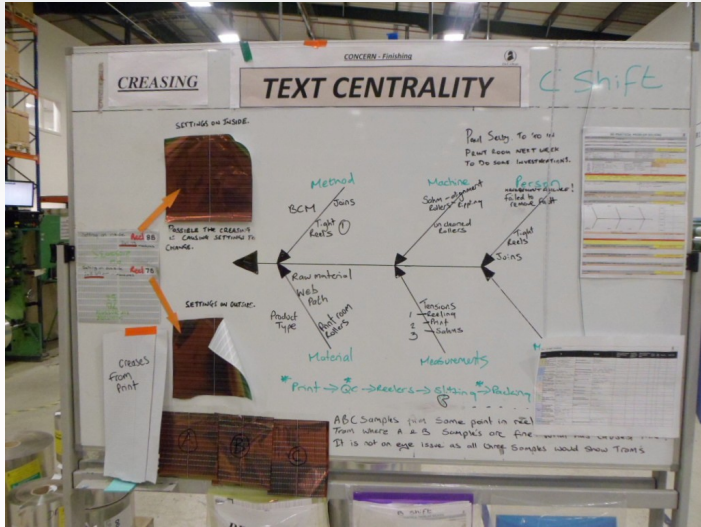
Management- How to lead the process
Where to be involved
How to audit and ensure correct application



Case Study



Real Problem solving involving all levels of the business



8D PRACTICAL PROBLEM SOLVING			
DETAILS - please enter serial details and problem description Occurrence: _____ Reported with path during inspection operation of Philips 2241 6.0mm Wx4 All product series Reported by: _____ Reported on: 20 Nov-12 Reported at: _____ Reported by: _____ Reported on: _____ Reported at: _____		CONDUCTIVE R. P. P. R. P. P. R. P. P. R. P. P.	
STEP 1. TEAM - please enter details of the team involved in the report			
Name: _____ Title: _____ Location: _____ Department: _____ Division: _____		WHO FOUND IT WHO EFFECTED? Name: _____ Title: _____ Location: _____ Department: _____ Division: _____	
STEP 2. PROBLEM DEFINITION - (essential - correct operation)			
What Happened? What: _____ When: _____ Where: _____ How: _____ Why: _____ How often: _____ How long: _____		WHY WAS IT CAUSED? Why: _____ Why: _____ Why: _____ Why: _____ Why: _____ Why: _____	
PROBLEM DEFINITION Incorrect web path leads used during printing operation			
Check/Photo's of Concern: _____ Process Flow Diagram: _____		(Diagram showing incorrect and correct web paths)	
STEP 3. CONTAINMENT / Initial Order - provide details on containment activities to protect the L&A.			
Inventory Status Inventory Status: _____ Inventory Status: _____ Inventory Status: _____		STOP IT NOW! Inventory Status: _____ Inventory Status: _____ Inventory Status: _____	
STEP 4. ROOT CAUSE - provide details on actions that are being taken to find the root cause. (i.e. 5 Why's, 8-Disk, Implication etc.)			
5 Why's Why 1: _____ Why 2: _____ Why 3: _____ Why 4: _____ Why 5: _____		WHAT CAUSATION CAN WE PREVENT? What: _____ How: _____ When: _____ Where: _____ How often: _____ How long: _____	
CONFIRMED ROOT CAUSE Difficulty to see if webbed over dead bar. Web paths not defined			
STEP 5. CHOSEN PERMANENT CORRECTIVE ACTIONS - provide details on what corrective actions have been implemented			
What path changes to be generated Path: _____ Path: _____ Path: _____		STOP IT FOREVER! Path: _____ Path: _____ Path: _____	
STEP 6. IMPLEMENTED PREVENTATIVE PERMANENT CORRECTIVE ACTIONS - what actions have actually been implemented to stop the problem			
What path changes to be generated Path: _____ Path: _____ Path: _____		NEVER LET IT HAPPEN AGAIN! Path: _____ Path: _____ Path: _____	
STEP 7. IMPLEMENTED DEFECTION PERMANENT CORRECTIVE ACTIONS - what actions have actually been implemented to detect the defect			
What path changes to be generated Path: _____ Path: _____ Path: _____		SAY THANK YOU Path: _____ Path: _____ Path: _____	
STEP 8. CONGRATULATE TEAM			
Who: _____ What: _____ When: _____ Where: _____ How often: _____ How long: _____		SAY THANK YOU Path: _____ Path: _____ Path: _____	