

Increasing Productivity Without Spending (Much) Money

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Production Track

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A111

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Why the Audit Program?

- Independent evaluation of productivity and quality
- I have performed over 1,100 audits.

What Does it Consist of?

- **Total Review**
During this program my goal is to list, comment on and discuss the most common findings in the audit program in the production departments and those areas affecting productivity and quality.
- **Observation: When productivity improves so does quality.**

Where to Start?

I like to begin by looking at the paper storage and raw material storage areas.

Both of these are good indicators of how the plant operates.

Paper Storage

- Temperature & humidity controlled-within 10° F
- Clean
- Damage to skids or rolls
- Open skids
- Uncovered stock
- Rejected paper
- Age of stock

Raw Materials

- How many brands are on the shelf?
- Age of the materials
- Amount of waste – paper and ink
- Records
- Verification and inspection of incoming raw materials

Question of the Day?

What one single item costs nothing but can dramatically improve your plant productivity??

...Jack Knight, Burd & Fletcher

SCHEDULING!!!!

Keys to Future Productivity

1. Eliminate all press stops.
How?
2. Seven color presses do not have to wash-up to change colors.

1. Filthy Production Areas

- I have never seen a filthy piece of equipment run fast
- I have never seen a filthy piece of equipment run good work
- Best time to clean?
- How often to clean?
 - Cleanest Plant
 - 5S programs WORK

2. Benchmarking all Machines

- Why benchmarking?
- What to measure
 - Run Speed, Make-ready, Waste, Spoilage
- Industry Standards vs. Your Standards
- Keep the figures posted

3. Increasing Productivity of Older Equipment

- Additional lighting
- Clean and paint
- Manufacturer check-up
- Training
- Slowly increase running speed

4. Counts

- The customer is not always right!!!!
- Sheet counting
- Weigh counting

5. Paper, Paper, Paper

- A question for the group – In the past five years, has paper quality gone up or down?
- Hard to print well on the wrong stock
- Selection of stock
- Proper Grain Direction
- The Jog
- Dirt-floating
- Cracking

6. Handling of Stock

- Roll protectors
- Conditioning of stock
- Plastic skids
- Jogger
 - Air
 - Defects - powder
 - Make-ready sheets
 - Double passing
 - UV over-coating

7. Maintenance

- How often
- How to manage
- Best time
- Bulletin board
- Schedule it as a job
- Use maintenance people and operators

8. Make-ready

- Too slow (whoever heard of too fast)
- Long make-ready times are indicative of poor maintenance as well as poor materials
- Fast MR starts in job planning
- Crewing/Floor help
- Staging of raw materials
- Clear Instructions

9. The Machine

- No broken or worn parts
 - Action Board with dates - example
 - Operating Manual
 - DVD on new machines
- How often to check quality
 - Long runs
 - Short runs

9. The Machine (cont.)

- Developing SOP's
 - KISS
 - Sequence of events
 - Do's and Don'ts
 - Do not go overboard

10. Viewing of Work & Color

- Booth
- Color of uniforms
- Lighting levels
- Sunlight
- Have people been tested for proper color vision?

11. Machine Care

- Remote maintenance
- Electrical boards, etc.
- Contract service
- Expendables on consignment

12. Speed

- Too slow is as bad as too fast
- New machines are running at 90% of rated speed
- Need to set a goal

13. Quality

- Need to define Quality
- Measuring tools
 - Gloss meter
 - Density (spectro)
 - Microscope
 - Dyne solutions

14. People

- XYZ Printing Company
- What are the keys
 - High Goal – Texas
 - Stability
 - Hiring
 - Care about the company
- Careful background check

14. People (cont.)

- Current employee recommendation
- If they do not fit the culture _____
- There is not a magic Bullet
- Retention
 - Special Lunches
 - Communication
 - Gas Cards/Gift Certificates
 - \$100 Bills



EXCELLENCE IN GRAPHIC COMMUNICATIONS MANAGEMENT

Thank you for Listening...

