

PROJECT BRIEFING

PROCESS AND PRODUCTIVITY IMPROVEMENT

"We dramatically improved our manufacturing productivity through several process improvements. As a result of the changes from this project, we are poised to achieve our goal of 30% revenue growth for each of the next three years."

President
Fragrance Manufacturing, Inc.



FMI is a contract manufacturer for the household and personal care products industries. The company specializes in short-run production and offers new product development, compounding, filling and order fulfillment.

PROJECT OBJECTIVE

To reduce downtime and improve overall production capacity on FMI's main filling line.




PROJECT SUMMARY

Through line observations and time studies, Enterprise Systems Partners identified areas throughout the filling line that were experiencing major delays. ESPI reviewed the filler set-up and operation and determined that mechanical changes were required to reduce bottle spillage on the filling line. Also, packing table set-up and procedures needed to be improved.

ESPI met with line crew personnel from FMI on a biweekly basis to set goals, prioritize improvements, assign responsibility to individuals for making improvements and monitor progress towards achieving the goals.

As a result, FMI was able to make some key changes to its filling and packing operation. The conveyor systems feeding the labeler were adjusted to prevent bottles from falling off the line, and changes were made to the drip pan and drip tray to prevent contamination of good bottles. ESPI investigated new packing stands to hold corrugated materials for the packers, as well as new equipment to do hand labeling and case taping.

RESULTS

-  Developed recommendations to improve productivity and oversaw implementation of recommendations.
-  Investigated new equipment and performed Return on Investment analysis.
-  Improved efficiency throughout the filling operation by more than 20%.

