



PROJECT BRIEFING

OPERATIONAL IMPROVEMENT

"The successful completion of this project was the result of teamwork between ESPI engineers and Just Born personnel. We greatly appreciate their efforts to provide us the capability to meet our strategic growth objectives."

Vice President of Operations
Just Born, Inc.

Project work completed in partnership with Ben Franklin Technology Partners of Northeastern Pennsylvania and the Enterprise Systems Center of Lehigh University.

PROJECT SUMMARY

Just Born, Inc. manufactures and markets its own brand of confectionery products. Just Born partnered with personnel from Enterprise Systems Partners, Inc. (ESPI) to improve the production flow of Hard Goods candy. Additionally, they wanted to create documentation of the production planning and scheduling process by using standard ISO formats.

PROJECT DESCRIPTION

The study team utilized different methods to gather and analyze pertinent data, including:





- Fish bone analysis to identify potential causes of low efficiencies.
- Time studies and document review to establish consistency of recorded downtime data.
- Interviews and examination of records to determine how manufacturing developed and executed the production schedule.
- Flow diagrams of the scheduling system to identify key problem areas.

The team analyzed the production data to highlight inconsistencies and imbalances among the data. They then presented the following recommendations in order to address scheduling, production, and equipment downtime:

- Develop better standards for each production line.
- Issue and adhere to a realistic and operationally balanced schedule.
- Complete orders as planned.
- Minimize Work In Process.
- Develop and employ a formalized schedule realization and measurement system.

Through this effort, ESPI personnel presented a Total Quality approach to Just Born on how to identify and correct issues disrupting their schedule and its realization. Just Born can now develop its own system of checks and balances and monitor its manufacturing processes. Their quality conscience has been elevated and they are now a more agile organization.

RESULTS

-  Identified main reasons for not achieving 100% schedule realization.
-  Established solutions and action plan to eliminate the causes and their effects.
-  Created a documentation system (ISO format) for long-term monitoring and improvement of future production realization issues.
-  Provided capability to meet strategic growth objectives.

