

# PROJECT BRIEFING

## LEAN MANUFACTURING



Transcontinental Direct USA is a direct marketing and printing company with facilities located throughout the U.S. They deliver services to a variety of industries using a single-point-of-contact, multiple-facility model to leverage innovative technology and production solutions to their clients' best advantage.

### PROJECT OBJECTIVE

To improve productivity and reduce cycle time through operational improvements.

### PROJECT SUMMARY

ESPI partnered with Transcontinental's Hamburg, PA facility to improve operations using lean manufacturing methodology. As an initial step in that direction, ESPI conducted a lean manufacturing workshop for the executive management at Transcontinental. This introduced the team to the tools and methodology used for lean and continuous improvements.





ESPI then facilitated the formation of teams consisting of Transcontinental management staff, mechanics and operators. These teams used the Discovery - Measurement - Analysis - Improvement - Control process, and initially data was collected to understand the realities and challenges of the operation and to develop pragmatic solutions.

These improvement opportunities were prioritized based on potential returns and organized into short-term and long-term categories. The teams used several lean manufacturing tools to achieve improvements in various areas, including:

1. Value Stream Mapping
2. Work Standardization and Process Documentation
3. Set-up Reduction
4. Visual Factory Management
5. Mistake Proofing
6. 5 S Workplace Organization
7. Problem Solving

Transcontinental invested considerable time and effort in training their employees on the use of these tools since employee participation and acceptance of the solution were paramount to the success of the project. To drive the improvements, ESPI facilitated and directed the cross-functional teams established at Transcontinental to keep the focus on execution and long-term sustainability.

### RESULTS

-  Increased productivity and throughput by 15%.
-  Improved quality.
-  Reduced cycle time.
-  Developed best practices and documented procedures.

