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The Lean Changeover Newsletter

August 2012

SOME THOUGHTS ON... UNINTENDED PURPOSES

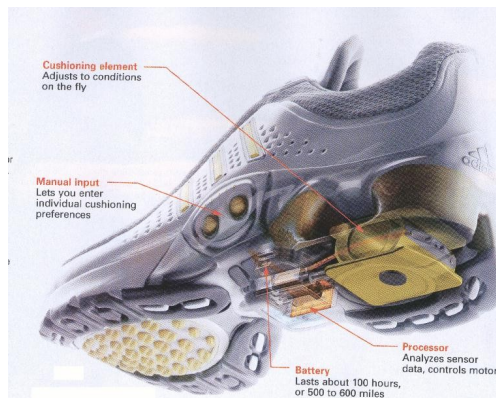
In the January issue of Modern Machine Shop magazine editor Mark Albert wrote about unintended purposes. It was pretty good and has been tickling my mind ever since. <http://www.mmsonline.com/columns/unintended-purposes>

We all know about unintended consequences. We do something expecting one result and we get some different, often undesirable, result. Unintended purposes are the opposite.

Unintended purposes involve taking one technology and using it for something completely different than it was intended for. One example Mark used was Post-It notes from 3M. Originally, it looked like an unsuccessful adhesive that did not stick very well. It turned out to be a megahit precisely because it did not stick very well.

We probably see or even use these unintended consequences frequently without even noticing. Some are pretty mundane:

- ◆ I was once doing a workshop and had the team looking for ways to make their jobs easier (My motto: "BE LAZY!"). One of the things they were doing was putting a small date



The Shoe With the 20-MHz Brain

label on each case of product. An operator asked if a price tagging gun would work. At lunch, the manager and I went to the office store and bought one. Now they no longer have to pre-print date labels or peel them off a sheet.

- ◆ Another client has their machines lit up like a 1970s disco. They mounted LED

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Pre-order now Achieving Lean Changeover: Putting SMED to Work

by John R Henry is a practical book that teaches how to develop and implement a lean changeover program. Over 100 illustrations show many practical ideas and implementations.



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SOME THOUGHTS ON... (cont)

rope lights inside of all of their machines. These go on and off automatically as the access doors are opened. On more open machines, they were permanently on lighting up areas that were otherwise obscure. This makes it easier to spot problems and encourages better maintenance and cleanliness of the machine.

- ◆ In another plant part of the cleaning process was wiping down the walls. Instead of the heavy duty sponge mops many companies use, they used Swiffer mops (from Proctor & Gamble). These were not only lighter weight making the work easier and faster, the heads were

Wolke and a whole new industry.
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- ◆ Thirty plus years ago Iver Phallen was doing lab research and needed a high precision dispensing system. He wound up designing one around a gear pump. It became the basis for Oden Corp which has been highly successful in precisely filling a wide range of products over the years. Gear pumps have been around for more than a centuries but had not been used for precision dispensing before. Another unintended purpose.
www.odencorp.com

Combine knowledge and skills training to increase competence.

disposable eliminating the sponge heads' need for decontamination. (And the risk of improper decontamination). I questioned their ruggedness and was told that they had to be replaced monthly or so but given their low cost they were still much cheaper and easier than the alternative.

- ◆ Along similar lines, still another plant mounted a residential dishwasher on the bottling line to wash machine parts. I had a similar concern about its durability. I got a similar answer. Even if they replaced it annually, at under \$400 it was still a great bargain.
- ◆ Most readers will have an inkjet printer in the office or at home. One engineer in Germany imagined that it would be possible to take the guts of the printer, mount them on a packaging line, and use it to print cartons as they passed on a conveyor. This was the birth of the

- ◆ Perhaps my favorite of all time, because it is so wonderfully off-the-wall, was the Adidas 1 running shoe. It incorporated a servo motor, controller, sensor and more to automatically adjust the shoe while running. None of this technology was developed with shoes in mind. Some very clever person put it all together.

These are only a few examples and I am sure readers have many more. If you do, I am always interested in hearing them

Einstein said "Imagination is more important than knowledge" and I have always been a big believer in that. So much of the progress we make, in manufacturing or elsewhere, came about because someone thought "I wonder if I could (fill in the idea hear)" When you are out walking around, keep your eyes open for new ideas and even old ideas that you might be able to use on the job.

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DID YOU KNOW?



10 min/day of downtime is more than one week per year of lost production.

Surely you can save more than 10 minutes each day

≡ Tickity-Tock ≡

What is a week's production worth?

Changeover/SMED Assessment

Unless you are running dedicated lines and processes, you are spending too much time on setups and changeovers. I would be willing to bet money that we can show you how to reduce your changeover times by 50% or more. Usually this can be done with little or no capital expenditure.

In an assessment we visit your plant and spend time on the floor observing how you perform changeovers. We look at the mechanical part, machine adjustments, cleaning, changes, of course. But we also assess the operational part of changeover. Are materials on hand when needed? Are they of good quality? Are the operators and technicians adequately trained and supervised? Are the products adequately designed for changeover?

Personnel training and expertise
Availability of SOPs
Proper use of changeover SOP's
Elimination/externalization of changeover tasks
Tool usage & elimination
Measurability & repeatability of setup adjustments
Simplification of setup tasks

Movement by setup personnel
Storage and availability of changeparts
Delays caused by others
Causes of post-startup adjustment
Waiting times for materials
Waiting times for personnel
Issues caused by component variability

Of course each assessment is based on individual plant needs. Below are some of the areas we typically examine::

We provide a detailed report of observations and recommendations for improvement. Post assessment we work with you to assist in implementation.

When you are ready to start reducing changeover time, call John Henry, the Changeover Wizard at 787-550-9650 or email johnhenry@changeover.com

You have nothing to lose but your losses.

For a free copy of the Changeover.com changeover loss calculator email info@changeover.com

Did you know?
10 minutes per day of downtime is more than 40 hours per year.

SOME THOUGHTS ON... (cont)

One problem some people have is that they will have an idea but not have the knowledge or skill to implement it. That's fine. Nobody knows everything. What is not fine is when the person keeps the idea to themselves because they do not know how to put it into practice. Or when they keep it to themselves because it sounds like it is out in left field.

That's why engineers, programmers, designers, mechanics and other skilled people exist. The key is the idea. A specialist can always be found to put it to work.

What unintended purposes can you come up with this week?

What do you think? Please let me hear from you at johnhenry@changeover.com

TIP OF THE MONTH... LIGHTED EMERGENCY STOPS

Some of my best tips come from newsletter readers and this month's is one.

Many machines and most lines will have multiple emergency stop pushbutton. When restarting a line after an emergency stop, it can sometimes be hard to determine just which e-stop was pressed and time is wasted checking all to make sure they have been reset.



able with red or yellow or red and yellow lighting in their base. The yellow light indicates that the stop is inactive and the machine is ready to run. Steady red indicates that the e-stop is depressed and must be manually reset. Flashing red indicates that the particular e-stop has not been depressed but that another is and must be reset before resuming.

I have always been very big on visual indications. I don't like teammates to have to wonder and guess about what is going on, I want it obvious. This seems like a great tool to help

Banner Engineering, best known for photoeyes, has a solution: Lighter emergency stop buttons. They are avail-

Do you do changeovers?



or Pitstops?

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For operators, technicians, quality, engineers, supervisors and managers.

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