

MANUFACTURING INSIGHTS

Five S Factory Makeover

SCENE 1.

CG: FBI warning
white text centered on black to
blue gradient

WARNING

federal law provides severe civil and
criminal penalties for the unauthorized
reproduction, distribution, or exhibition
of copyrighted videotapes.

© SME

Produced in cooperation with the Greater Boston
Manufacturing Partnership

SCENE 2.

tape 40, 01:00:00-01:00:12
SME logo, with music

SME LOGO

SCENE 3.

MUSIC UP AND UNDER

NARRATION (VO) :

MANUFACTURING INSIGHTS, MANUFACTURING ENGINEERING
MAGAZINE'S VIDEO SERIES FOR PROCESS IMPROVEMENT.

SCENE 4.

THIS PROGRAM WILL DEMONSTRATE THE PRODUCTIVITY
IMPROVEMENTS MANUFACTURING COMPANIES CAN ACHIEVE
WHEN THEY USE THE 'FIVE S' TECHNIQUE AS PART OF A
FACTORY MAKEOVER. YOU WILL SEE THE APPLICATION OF
"FIVE S" AT...

SCENE 5.

SYMMONS INDUSTRIES, WHERE THEY HAVE BEEN TEACHING
FIVE "S" TO THEIR WORKFORCE IN AN EFFORT TO
REVITALIZE THEIR LEAN EFFORTS AND IMPROVE THE
PRODUCTION OF HIGH QUALITY PLUMBING PRODUCTS. AND
AT...

SCENE 6.

...AFFORDABLE INTERIOR SYSTEMS, WHERE AN OFFICE FURNITURE MANUFACTURER FOCUSES THE 5S PRINCIPLES IN THE PAINTING, ASSEMBLY, AND SHIPPING AREAS.

---Fade to Black ---

SCENE 7. fade up from Black

A.

B. 5S Sign

FOR MANY COMPANIES THAT ARE JUST GETTING STARTED WITH LEAN MANUFACTURING THE FIRST STEP IS TO HAVE A GENERAL CLEAN UP. TO DO THIS, MOST COMPANIES FOLLOW A FIVE STEP PROCESS REFERRED TO AS "FIVE S" WHICH STANDS FOR:

SCENE 8.

Sort out

TEXT:

Set in order

Shine

Standardize

Sustain

SCENE 9.

TEXT: Customer

THE PHILOSOPHY BEHIND THIS TYPE OF IMPROVEMENT IS SIMPLE. FIRST, EVERY COMPANY NEEDS TO REALIZE THAT THE CUSTOMER IS THE REASON THE COMPANY CONTINUES TO EXIST.

SCENE 10.

TEXT: Cost/Quality/Delivery

AND SECOND, EACH CUSTOMER WILL ONLY RETURN IF YOU MEET THEIR COST, QUALITY, AND DELIVERY STANDARDS.

SCENE 11.

SHOT: making plumbing

TO MEET THESE STANDARDS, EMPLOYEES MUST CREATE AND DELIVER ONLY WHAT THE CUSTOMER IS WILLING TO PAY FOR.

SCENE 12. AS A COMPANY BEGINS TO DEVELOP A CUSTOMER FOCUS,
IS IT HELPFUL TO BEAR IN MIND SOME BASIC HUMAN
A. 03:17:44/52 NATURE. MOST EMPLOYEES GENUINLY WANT TO MAKE A
B. 06:07:05/13 VALUABLE CONTRIBUTION. AND ONCE THEY UNDERSTAND
HOW TO SUPPLY THAT VALUE, THEY WILL GLADLY PROVIDE
IT.

SCENE 13. IT IS ALSO IMPORTANT TO REMEMBER THAT SOME
DISSATISFACTION WITH YOUR WORK IS NORMAL BEHAVIOR
02:06:06/13 AND IS ACTUALLY A NECESSARY CONDITION FOR
IMPROVEMENT.

SCENE 14. WHEN STARTING A LEAN JOURNEY, MANY COMPANIES BEGIN
BY LOOKING AT THE FACTORY FLOOR FOR IMPROVEMENTS
02:07:50/58 SINCE THAT IS WHERE THE CUSTOMER VALUE IS BEING
ADDED.

SCENE 15. A GOOD WAY TO START IS TO PERFORM A WASTE WALK ON
TEXT: waste of excessive inventory THE SHOP FLOOR. LOOK FOR ALL EXCESSIVE INVENTORY
SHOT: Plies Of Inventory AT THE WORKBENCHES, IN THE STOCKROOM, AND OUTSIDE
THE FACTORY.

SCENE 16. NEXT, LOOK FOR WASTED TRANSPORTATION FROM THE
TEXT: waste of transportation STOCKROOM OR FROM THE SUPPLIER.
04:21:06/15

SCENE 17. MORE WASTE CAN BE FOUND WHEN PARTS ARE WAITING FOR
TEXT: waste of waiting MACHINES, WAITING FOR PEOPLE, OR WAITING FOR
SHOT: Parts Waiting INFORMATION.

SCENE 18. THE WASTE OF MOTION IS FOUND WHEN PEOPLE ARE
TEXT: waste of motion SEARCHING, WALKING, REACHING, BENDING, OR
SHOT: Employees Walking CLIMBING.

SCENE 19. WASTE IS ALSO FOUND IN REDUNDANT PROCESSES,
TEST: waste of processes UNNECESSARY PROCESS STEPS, AND UNSAFE OPERATIONS.
SHOT: Machining

SCENE 20. scrap ONE OF THE EASIEST WASTES TO FIND IS THE VISIBLE
TEST: Waste of defects WASTE PRODUCED WHEN DEFECTIVE PRODUCTS ARE MADE.

SCENE 21. BUT THE WORST WASTE OF ALL IS THE WASTE OF
TEST: waste of overproduction OVERPRODUCTION BECAUSE IT AMPLIFIES ALL THE OTHER
SHOT: Lots of inventory WASTES.

SCENE 22. AS YOU START ON YOUR LEAN JOURNEY, ASK YOURSELF;
04:12:38/44 WHAT KIND OF RESULTS IS YOUR ORGANIZATION HOPING
FOR BY SPENDING TIME AND ENERGY CLEANING UP ALL
THE CLUTTER?

SCENE 23. FOR MOST COMPANIES, THE FIRST GOOD OUTCOME OF THIS
SHOT: Searching for tools EFFORTS WILL BE TO SHORTEN THE TIME IT TAKES TO
FIND THE RIGHT TOOL FOR THE JOB AT HAND.

SCENE 24. OTHER POSITIVE RESULTS INCLUDE ELIMINATING WORK
06:33:58/25 ABOUNDS, CROWDING, AND GENERALLY LOWER THE NUMBER
OF THINGS TO KEEP TRACK OF.

SCENE 25. TO DO THIS YOU SHOULD FIRST LOOK AT THE BIG
CON'T FROM LAST SHOT. PICTURE. SEE IF THE AISLES ARE BLOCKED, OR IF
CUSTOMER ORDERS EASY TO FIND, OR IF ANY ORDERS ARE
STUCK IN LONG QUES?

SCENE 26. NEXT LOOK CLOSER AT THE DETAILS. ARE MISTAKES
07:13:38/46 VISIBLE AT A GLANCE? IS THERE MISSING PRODUCT
INFORMATION? ARE THERE MISSING TOOLS, OR MISSING
STOCK FOR PROCESSING?

SCENE 27.

A. 07:15:37/45

B. SHOT: Sorting boxes at
Symons

ONE OF THE FIRST STEPS IN A LEAN JOURNEY IS TO
SORT OUT ALL ACCUMULATED TOOLS AND REMOVE ANY
EXCESSIVE MATERIAL THAT IS NOT FOR A CUSTOMER.
TEAR INTO CABINETS, UNDER DESKS, INSIDE LOCKERS,
BEHIND MACHINES, IN THE ATTIC OR ANYWHERE OBJECTS
HAVE BEEN STORED.

SCENE 28.

07:15:18/23

AS YOU'RE DOING YOUR SORTING, PLACE A RED TAG ON
EACH ITEM, OR GROUPS OF ITEMS THAT YOU DON'T NEED.

SCENE 29.

08:08:48/53

THEN, MOVE ALL UNNEEDED ITEMS TO A HOLDING AREA.

SCENE 30.

07:29:58:00/06

ITEMS STAY IN THIS RED TAG HOLDING AREA UNTIL IT
HAS BEEN GIVEN AN EVALUATION BEFORE DISPOSAL.
THIS HOLDING AREA IS NECESSARY TO KEEP FROM
MISTAKENLY DISPOSING OF ITEMS THAT ARE TRULY
NEEDED.

SCENE 31.

SHOT: Sorting

WHILE YOU ARE SORTING, LOOK FOR ITEMS THAT ARE
DUSTY OR HAVE NO CLEAR USE FOR THAT LOCATION.
REMOVE OLD SIGNS, SORT THROUGH DRAWERS CONTAINING
LOOSE ITEMS, AND REMOVE THINGS YOU RARELY USE.

SCENE 32.

07:42:02:00/10

YOU SHOULD FORM AN EVALUATION TEAM TO OVERSEE THE
DISPOSAL OF THESE RED TAGGED ITEMS. THE TEAM NEEDS
TO MAKE A DECISION TO THROW AN ITEM AWAY, SELL IT,
RETURN IT TO THE VENDOR, USE IT IN ANOTHER PART OF
THE COMPANY, OR PUT IT IN LONG TERM STORAGE.

SCENE 33.
SHOT: Work bench area

ONCE YOU HAVE REMOVED THE CLUTTER, YOU CAN THINK ABOUT THE BEST ARRANGEMENT OF YOUR EQUIPMENT AND MATERIALS. TRY TO DEVELOP A LAYOUT THAT HAS FEWER STEPS, IS LESS CROWDED, AND REQUIRES MINIMAL BENDING, REACHING, OR CLIMBING FOR WORKERS.

SCENE 34.
06:43:41/48

A GOOD LAYOUT WILL HELP YOU FIND WHAT YOU ARE LOOKING FOR QUICKLY AND HAS NO OBSTACLES TO PART FLOW.

SCENE 35.
04:07:00;02/06;00

ONCE YOU HAVE AN OVERALL PLAN, YOU CAN FOCUS ON STANDARDIZING DAILY ROUTINES FOR MAINTAINING THE NEW ORGANIZED WORKPLACE.

SCENE 36.
chair location defined by tape

SETTING STANDARDS WILL HELP YOU SEE WHEN ANYTHING IS OUT OF PLACE.

SCENE 37.
07:42:31/38

PLAN TO SPEND AT LEAST 5 MINUTES EACH DAY CLEANING TO MAINTAIN YOUR TARGET LEVEL OF HYGIENE.

SCENE 38.
SHOT: White work Bench

SOME COMPANIES EVEN USE WHITE WORKBENCHES AND SHELVES SO DIRT CAN BE SEEN EASILY.

SCENE 39.
SHOT: Checklist (from graphic)

EACH AREA SHOULD HAVE A CHECKLIST FOR SCHEDULED 'FIVE S' ACTIVITIES THAT DEFINES WHEN IT SHOULD BE PREFORMED AND BY WHOM.

SCENE 40.
06:45:25/30

FLOOR AREAS NEED TO BE MARKED FOR CARTS, TRASH CANS, MATERIAL STORAGE, STOOLS, AND OTHER MOVABLE OBJECTS.

SCENE 41. EVEN AFTER ALL YOUR EFFORTS HAVE CREATED A BETTER
WORK SPACE, CONTINUOUS EFFORT IS STILL REQUIRED TO
SUSTAIN THE GAINS YOU'VE ACHIEVED.

SCENE 42. MANAGERS AND EMPLOYEES SHOULD TAKE A FIVE MINUTE
03:11:47/54 WASTE WALK EACH DAY AND PROVIDE SPECIFIC FEEDBACK
ON BOTH GOOD AND BAD HOUSEKEEPING SITUATIONS THEY
FIND.

SCENE 43. COMPANIES THAT HAVE PRACTICED 'FIVE S' HAVE SEEN
MANY BENEFITS:

A. 08:37:03/08

B. 08:52:59;18/05;00

SOME COMPANIES HAVE REDUCED THEIR MANUFACTURING
SPACE BY 25 TO 50 PERCENT,

SCENE 44. OTHER COMPANIES HAVE SEEN SAFETY AND QUALITY
IMPROVEMENTS.

SCENE 45. IN SOME CASES, UNUSED CAPITAL EQUIPMENT HAS BEEN
SOLD TO HELP CASH FLOW.

SCENE 46. AND SOME COMPANIES HAVE REDUCED WASTED MOTION WITH
A NEW LAYOUT.

SCENE 47. ALL OF THESE TYPES OF IMPROVEMENTS ARE POSSIBLE IF
YOU DECIDE IT'S TIME FOR A FACTORY "MAKEOVER".

TO SHOW YOU FIRST HAND WHERE THIS 'FIVE S' CLEAN

UP HAS BEEN EFFECTIVE, WE VISITED SEVERAL
COMPANIES AND DOCUMENTED THEIR 5S IMPROVEMENTS.

FADE TO BLACK, END OF SEGMENT

Fade to black, end of segment

SCENE 48.

A. 08:57:03/11

B. 06:11:15/22

C. 07:00:57

SYMMONS INDUSTRIES, LOCATED IN BRAINTREE,
MASSACHUSETTS IS A PREMIER MANUFACTURER OF
COMMERCIAL AND RESIDENTIAL PLUMBING PRODUCTS.

SYMMONS STARTED THEIR FIVE "S" SESSION IN THE
TRAINING ROOM WHERE PARTICIPANTS LEARNED THE
BASICS.

SCENE 49.
07.04.52.

HALF OF THE PARTICIPANTS WERE PART OF A PUBLIC
SEMINAR ORGANIZED BY THE GREATER BOSTON
MANUFACTURING PARTNERSHIP. THE REST OF THE PEOPLE
WERE SYMMONS EMPLOYEES.

SCENE 50.
07.00.55 - 07.01.06

THIS EVENT STARTED WITH THE PHILOSOPHY BEHIND THE
'FIVE S' TECHNIQUE.

SCENE 51.
07.08.05 - .19

THE PARTICIPANTS DISCOVERED THAT THE ASSIGNMENT
WAS TO MAKE AS MUCH PROGRESS AS POSSIBLE IN THE
EIGHT HOURS THEY HAD.

SCENE 52.
07.00.28 - .41

WITH THIS TYPE OF TEAM EFFORT, IT IS BETTER TO
MAKE AT LEAST SOME PROGRESS THAN TO STAND AROUND
TALKING ABOUT WHAT TO DO AND END UP DOING NOTHING.

SCENE 53.
07.09.22 - 36

AFTER THE TRAINING, SMALL TEAMS FIRST OBSERVED
EACH PRODUCTION OPERATION AND ASKED THE OPERATORS
QUESTIONS ABOUT THEIR PROCESS. ASKING JUST THE
RIGHT QUESTIONS, IN A NON INTIMIDATING WAY, IS AN

IMPORTANT SKILL TO MASTER.

SCENE 54.
07.15.39 - 16.10

AFTER THE TEAMS UNDERSTOOD THE BASIC OPERATIONS,
EVERYONE DUG IN AND STARTED TO SORT OUT ANY UNUSED
ITEMS.

SCENE 55.
07.15.18 - .25

EVERYTHING THAT WAS NOT PART OF THE PROCESS HAD A
RED TAG ATTACHED TO IT AND THEN WAS MOVED TO A RED
TAG AREA.

SCENE 56.
07.28.58 - 29.06

THE RED TAG AREA WAS DEFINED WITH RED TAPE ON THE
FLOOR.

SCENE 57.
Interview with guy who said
people were nervous about what
was happening 07.56.51.12 start

07.57.17.21 end

on camera interview

SCENE 58.
A. 07:28:32
B. 07:34:23 - 07:34;30

NARRATION (VO) :

SINCE HOUSEKEEPING WAS NOT ALWAYS A PRIORITY
BEFORE, SOME AREAS WERE IN NEED OF A GENERAL
CLEAN-UP. SWEEPING AND WIPING NEEDED TO BE DONE
IN AREAS THAT HAD NOT BEEN CLEANED IN A LONG TIME.

SCENE 59.

07:23:20 (CON'T)

THESE EXTRA FIXTURES IN THIS ENCLOSURE WERE NO
LONGER PART OF THE PROCESS, SO THEY WERE MOVED TO

THE RED TAG AREA.

SCENE 60.

UNFORTUNATELY, ABANDONED EQUIPMENT LIKE THIS CAN
BE A COMMON OCCURRENCE IN SOME BUSY FACILITIES.

(CON'T) 07:23:35

SCENE 61.

AND JUST LIKE AT HOME, TRASH HAS A HABIT OF
COLLECTING IN OUT OF THE WAY PLACES.

07:16:12/19

SCENE 62.

WITH THIS EVENT, THE AMOUNT OF UNNEEDED ITEMS IN
THE RED TAG AREA CONTINUED TO ACCUMULATE UNTIL IT
WENT OVER THE LINE. SO THE TEAMS CREATED A SECOND
RED TAG AREA.

A. 07:29:44/51

B. 07:31:28/36

SCENE 63.

Transition between 1S and 2S
Interview with Bob Elliot

07.44.07.27- 07.44.32.22

07.44.07.27- 07.44.32.22

SCENE 64.

WITH THE RIGHT TOOL FOR EACH JOB IDENTIFIED, THE
TEAMS BEGAN TO MARK AREAS FOR TOOL STORAGE. THEY
ALSO DEFINED THE FLOOR MARKINGS WITH A
STANDARDIZED TAPE COLOR FOR EACH AREA. 07.07.12.20

A. 08:21:09/14

B. 08:21:19/27

SCENE 65. IN THE SET IN ORDER STAGE OF 5S, THEY SET MINIMUM
08:28:20 AND MAXIMUM LEVELS OF INCOMING INVENTORY AND THE
EXCESSIVE MATERIAL WAS REMOVED.
07.56.14.22

SCENE 66. 07.10.57.16 BEFORE
A. 07:10:45 THIS WORK BENCH IS USED BY EMPLOYEES FOR ATTACHING
B. 08:20:27/35 PRODUCT LABELS AND WAS QUITE DISORGANIZED AT
FIRST. AFTER THE CLEAN UP EFFORTS THE AREA IS NOW
MUCH EASIER TO WORK IN.
07.46.05.00 AFTER

SCENE 67.
Work bench assembly area
Before. 07.11.34.23
During 07.46.35.19

SCENE 68. AT EACH WORKBENCH THE TEAMS ESTABLISHED LOCATIONS
07:47:32/45 FOR EVERY ITEM. THEN THEY LABELED THE LOCATIONS
AND PUT THE ITEMS IN THE RIGHT SPOT.

SCENE 69. ONE OF THE BEST WAYS TO FIND YOUR TOOLS QUICKLY IS

08:36:08/14 BY MOUNTING THEM ON A BOARD SO YOU KNOW WHERE THE
TOOLS SHOULD BE WHEN NOT IN USE.

SCENE 70. BEFORE YOU START ANY 'FIVE S' ACTIVITY IT IS
IMPORTANT TO GATHER TOGETHER THE SUPPLIES YOU WILL
A. 07:41:24/34 NEED. MAKE SURE YOU HAVE ENOUGH OF COLORED TAPE,
B. 07:51:39/44 LABELERS, BROOMS, TRASH CANS, SPRAY CLEANER OR
C. 08:02:20/24 WHAT EVER YOU'LL NEED TO KEEP PEOPLE IMPROVING.
D. 08:15:33/35
E. 08:03:01/03
F. 07:54:44/53

SCENE 71. SYMONS FOLLOWS A SIMPLE STANDARD WHEN USING TAPE
08:58:46/52 FOR FLOOR MARKINGS.

SCENE 72.

SCENE 73.

SCENE 74.

SCENE 75. WITH THIS WORKBENCH, PART STORAGE WAS REORGANIZED
07:53:29/36 SO THAT COMMON PART NUMBERS WERE STORED IN A
COMMON BIN.

SCENE 76. AND BECAUSE ONLY SOME OF THE STORAGE BINS WERE
08:34:27/34 MARKED, NEW LABELS WERE ADDED SO THAT EVERY BIN
WAS IDENTIFIED BY PART NUMBER.

SCENE 77. TO MAKE THE JOB SIMPLER, ONLY THE TOOLS NEEDED FOR
EACH OPERATION ARE KEPT ON THE BENCH.

08:07:57/06

SCENE 78. 18.16.21.07 (Matt Mercer, Lean Production Manager,
Matt Mercer, Raytheon) sometimes you get over whelmed with
Lean Production Manager, where do I start? But you got to start, and that
Raytheon is the trick. 08.16.27.05

18.16.21.07 - 08.16.27.05

SCENE 79. 08.16.59.24 so you do the event, you're unsure at
first, you go through it, you think you did good
08.16.59.24 - 08.17.20.17 then you know you did good cause the operator will
come by, some times they search you out and say
thank you that is so much better now, finally
someone listened, it is so much easier now and my
back doesn't hurt or this doesn't hurt and my job
is easier. 08.17.20.17

SCENE 80. 08.15.52.16 well the best thing I heard was the
whole time with the operator was this is good,
08.15.52.16 - 08.16.05.09 this is good. Every time we did something, this is
good. Just to see him smile and the improvement we
are doing it is great. 08.16.05.09

SCENE 81. 08.17.26.00 I think the biggest thing is a happy
worker, a safe environment, and quality products
08.17.26.00 - 08.17.36.00 because now you are not confused. There is no
confusion on your work. 08.17.36.00

SCENE 82. **NARRATION (VO) :**
08:18:30/36 BUT EVEN AFTER ALL THESE CHANGES ARE MADE, NONE OF
THESE AREAS WILL BE PERFECT.

SCENE 83. AS CONDITIONS AND WORK CHANGES, ADDITIONAL
08:22:20:01 - IMPROVEMENTS NEED TO CONTINUE TO HELP CLEAN,

08:22:28:20 ORGANIZE AND SIMPLIFY THIS PRODUCTION AREA.

SCENE 84. ALTHOUGH IT HELPS TO ORGANIZE A TEAM EFFORT TO GET
A PUSH IN THE RIGHT DIRECTION, THE OPERATORS AND
A. 08:56:43/50 MANAGERS AT SYMMONS ARE THE INDIVIDUALS WHO'LL
B. 08:55:40/52 NEED TO CONTINUE WHAT WAS STARTED HERE TODAY.

SCENE 85. TO REMIND THEM, SYMMONS PUT UP A BANNER, 'FIVE S'
music up EVERYBODY EVERY DAY, A PLACE FOR EVERYTHING AND
06:31:39/52 EVERYTHING IN ITS PLACE.

FADE TO BLACK FADE TO BLACK

SCENE 86. NEXT WE VISITED AFFORDABLE INTERIOR SYSTEMS IN
HUDSON, MASSACHUSETTS, A MANUFACTURER OF WORKPLACE
03:20:22/32 FURNITURE PRODUCTS.

SCENE 87. WITH OVER 200,000 SQUARE FEET OF MANUFACTURING
03:26:05 - FACILITIES, THIS AFFORDABLE INTERIOR SYSTEMS
03:26:22 FACILITY OFFERS QUICK-SHIP LEAD TIMES AND
OUTSTANDING PRODUCT QUALITY.

SCENE 88. EVEN THOUGH AFFORDABLE INTERIOR SYSTEMS WAS
SELECTED TO RECEIVE THE 2003 SHINGO PRIZE FOR
03:22:43/48 MANUFACTURING EXCELLENCE, THEY CONTINUE TO FIND
03:23:10/23:19 AREAS FOR IMPROVEMENT.

SCENE 89. DURING THIER 'FIVE S' EVENT, ALSO HELD IN
ASSOCIATION WITH THE GREATER BOSTON MANUFACTURING
A. 03:07:31/41 PARTNERSHIP, THE TEAMS FIRST LEARNED ABOUT FIVE S,
B. 03:10:20/30 THEN MOVED TO THE SHOP FLOOR TO MAKE THE

IMPROVEMENTS.

SCENE 90.

04:08:58/09:16

THE FIRST TEAM STARTED IN THE SHIPPING AREA. THIS SHIPPING AREA WAS BEING USED AS A TEMPORARY STORAGE AREA AND QUICKLY BECAME A DISORGANIZED DUMPING GROUND.

SCENE 91.

03:50:27/53

INVENTORY BECAME HARDER TO FIND AND THEY NEVER KNEW WHEN THEY WERE RUNNING OUT OF SHIPPING SUPPLIES. TO AVOID NOT HAVING WHAT THEY NEEDED, THE TEAM ADDED SOME VISUAL REORDER POINTS FOR SEVERAL ITEMS.

SCENE 92.

03:40:55/57

TO MAKE THE RIGHT SIZED PACKING MATERIAL EASIER TO FIND, THE GROUP SORTED ITEMS BY LENGTH, LABELED THEM AND PUT IN ORGANIZED STACKS ON SHELVES.

SCENE 93.

04:42:47/54

USING SCRAP LUMBER THEY ASSEMBLED A BUBBLE WRAP DISPENSER TO MAKE THE PACKAGING PROCESS EASIER.

SCENE 94.

04:29:02/12

TO AVOID THE WASTE OF SEARCHING, THEY MARKED OFF SECTIONS OF THE FLOOR AND MADE PARKING SPOTS FOR A STRAPPING MACHINE AND OTHER SUPPLIES.

SCENE 95.

A. 04:02:23/31

B. 03:29:37/47

WITH EACH OF THESE CHANGES, THE TEAM JUST TOOK THEIR BEST SHOT AT THE BEST WAY TO DO IT AND DID NOT WORRY ABOUT BEING PERFECT. GOING FORWARD, THE EMPLOYEES WILL OBSERVE THE WORK AND SEE HOW THE NEW SYSTEMS PERFORM. THEY'LL THEN MAKE ANY ADJUSTMENTS THAT ARE NEEDED.

SCENE 96.

03:33:57/08

BECAUSE OF THE HEAVY WORK LOAD IN THIS PART OF THE FACTORY, MANY DIFFERENT SIZED PANELS WERE BEING STORED IN A SLIGHTLY DISORGANIZED STORAGE AREA.

SCENE 97.

A. 03:41:54/04

B. 03:40:12/22

C. 03:52:05

THE FIRST STEP WAS TO SORT OUT WHAT WAS THERE AND IF THE ITEMS WERE NEEDED. THE REQUIRED ITEMS WERE MOVED CLOSER TO THE POINT OF CONSUMPTION. AFTER A NEW AREA WAS SELECTED, IT WAS CLEARED OUT SO THE TEAM COULD MARK THE FLOOR TO PROVIDE STORAGE LIMITS.

SCENE 98.

04:19:49/55

TO AVOID THE WASTE OF SEARCHING FOR THE RIGHT PANELS, THEY LABELED EACH AREA.

SCENE 99.

04:48:22/33

THE TEAM ALSO NOTICED THAT SOME RACKS HAD PAPERWORK AND OTHERS DID NOT. SO THEY BUILT A CLEAR HOLDER FOR EACH ROLLING STORAGE CART TO MAKE A STANDARDIZED PLACE FOR THE PAPERWORK.

SCENE 100.

A. 03:52:59 - 03:53:19

B. 04:05:58 - 04:06:15

UPON ENTERING THE AREA, ONE MINOR SAFETY ISSUE WAS DISCOVERED WHEN STACKS OF FOAM WERE STACKED TOO CLOSE TO A FUSE BOX. TO STOP THIS FROM HAPPENING AGAIN, THE TEAM CLEARED EVERYTHING OUT, AND MARKED OFF A 30" AREA IN FRONT OF THE ELECTRICAL PANELS TO IDENTIFY THIS SAFETY ZONE.

SCENE 101.

IN EACH AREA, SEVERAL ITEMS WERE DISCOVERED THAT

B. 03:58:13/21

TEAM SORTED THE HOOKS AND HUNG THEM ON A RACK TO
KEEP THEM ORGANIZED FOR FUTURE USE.

SCENE 109.

A. 04:14:48/56

B. 04:15:33/43

THE TEAM ALSO PAINTED EACH HOOK STORAGE RACK A
DIFFERENT COLOR TO HELP IDENTIFY WHICH LENGTH HOOK
WAS ON EACH RACK.

SCENE 110.

A. 04:25:06/16

B. 03:36:15/30

THESE TYPES OF 'FIVE S' EFFORTS WILL KEEP
HAPPENING EVERYDAY AT AFFORDABLE INTERIOR SYSTEMS.
EVEN THOUGH THEY MAY BE ON TOP TODAY, OTHER
COMPANIES ALSO HAVE THEIR OWN PLANS IN PLACE TO
COMPETE IN THIS CROWDED OFFICE FURNITURE
MARKETPLACE.

FADE TO BLACK

FADE TO BLACK

SCENE 111.

MOST OF THE 'FIVE S' IMPROVEMENTS THAT HAVE BEEN
MADE IN THIS PROGRAM HAVE BEEN FOCUSED ON THE
FIRST STEPS OF SORTING, SETTING IN ORDER, AND
SHINING.

SCENE 112.

SOME STANDARDIZED INVENTORY LEVELS WERE SET AND
MANY STANDARD TOOL LOCATIONS WERE DECIDED UPON.

SCENE 113.

BUT THE FINAL STEP OF SUSTAINING THESE GAINS WILL
BE THE CONTINUOUS EFFORT NEEDED TO KEEP THESE
COMPANIES MOVING FORWARD ON THEIR LEAN JOURNEY.

SCENE 114.

music up

EVEN THOUGH THIS PROGRAM DEMONSTRATED TEAM EFFORTS
FOCUSING ON ONE SMALL AREA IN A SINGLE DAY,

Copyright © 2005 Society of Manufacturing Engineers

IMPROVING YOUR WORKSPACE DOESN'T HAVE TO WAIT FOR
A DESIGNATED CLEAN UP DAY.

SCENE 115.

SMALL EFFORTS THAT FOCUS ON MAKING THE OPERATORS
JOB EASY AND BETTER IS WHAT CONTINUOUS IMPROVEMENT
IS ALL ABOUT.

SCENE 116.

CG: credit roll
white text on black, fade up
mid-screen

MANUFACTURING INSIGHTS WISHES TO THANK THE
FOLLOWING COMPANIES FOR THEIR PARTICIPATION IN

THIS PROGRAM:

SYMMONS INDUSTRIES

AFFORDABLE INTERIOR SYSTEMS

GREATER BOSTON MANUFACTURING PARTNERSHIP

PRODUCED BY:

THE SOCIETY OF MANUFACTURING ENGINEERS

EXECUTIVE PRODUCER:

MARK TOMLINSON

WRITER/DIRECTOR

STEVEN R. BOLLINGER

CAMERA OPERATOR:

TOM GERENCER

TECHNICAL & EDITORIAL CONSULTING:

CHRIS MARTIN, GBMP

Copyright © 2005 Society of Manufacturing Engineers

PRODUCTION ASSISTANCE PROVIDED BY:

DAVID REMBIESA

SCENE 117.

tape 40, 01:00:00-01:00:12

SME logo