

# Case Study

## Transforming a textile production line

### Background

This site is part of a larger textile group. CQM worked alongside the operations team on a high volume bonded textile manufacturing line.

CQM created a validated data collection plan alongside the operational team and benchmarked performance over a 6 week period.

### Key Identified Issues (PLAN)

- High level of scrap output from the line which could not be recycled.
- No visual communication of performance.
- Workplace was untidy, changeover parts were not clearly labelled.

### Actions (DO)

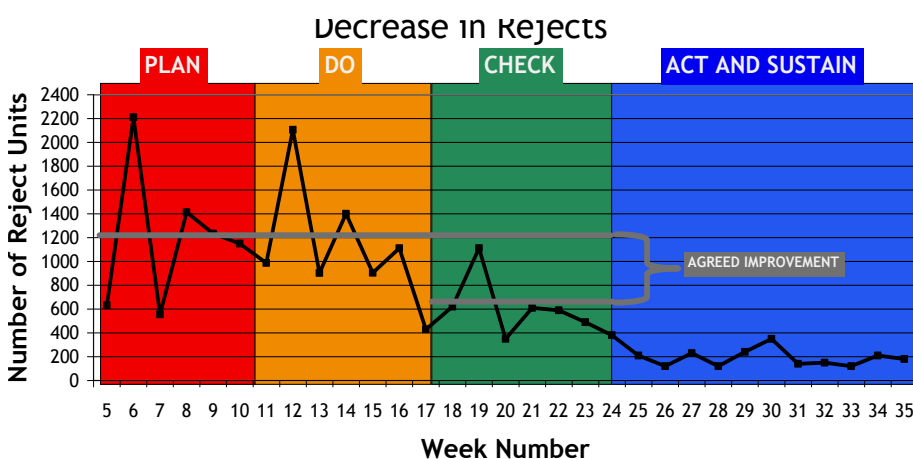
- Scrap  
Led the area managers to visually understand the reasons for scrap via Pareto, set up three work streams to work on the largest causes.
- Visual Performance  
Implemented simple performance measurement of output and scrap per shift and worked alongside management to introduce focussed daily performance reviews.
- Workplace Organisation  
Trained the workforce in the area in 5S techniques. Implemented Sort, Straighten and Shine within project timescale. Coached management team to Standardise and Sustain via introduction of cleaning standards and 5S audit.

### Results (CHECK)

Scrap tiles per week reduced by 48% through the implementation phase of the project, leading to measured savings of £192,000 per annum. There was no capital expenditure incurred.

### Final Outcome (ACT & SUSTAIN)

The teams continue to drive performance using simple performance measurement, maintain organisation through 5S and work on ongoing issues using simple CI tools. Scrap tiles per week continued to reduce by 83% from initial measurement to the sustain phase, leading to measured savings of £335,000 per annum for the business.



### Other Benefits

- The workforce felt more in touch with business performance via the new performance boards.
- There was less risk of accidents due to improved workplace organisation.
- The team felt that they could continue to drive continuous improvement using data.