

Success Story – Simona America

CIMS Client ID:

Client Name: Simona America

Client ID:

CIMS Project/Event ID:

Project Name: Lean Office/Value Stream Mapping

Project Event ID: 190901

Reporting Period: 2005 Q3

Success Story Title: Plastics Manufacturer Streamlines Order Fulfillment Processes Through Value Stream Mapping

Company Profile:

Simona America is a diversified plastics manufacturer and market leader in thermoplastic production. They provide polymeric sheets and sheet products including semi-finished plastics. They manufacture and warehouse a range of plastic sheets products marketed under several brand names including industrial sheets, rods and welding rods made of rigid PVC, PP and PE; fire safe sheet products for semiconductor and cleanroom applications; rigid PVC foam board; and solid plastics for bathroom partitions made of PE and PP. They sell their products to various markets including semiconductor equipment tooling, environmental control systems, industrial fabrication, chemical processing, and waste water treatment facilities.

Situation:

Simona America's senior management team was concerned with the inaccurate and untimely shipping information being provided to their customers and outside sales representatives. In addition, pricing and shipping errors negatively impacted the company's performance in the areas of Customer Service, Sales, Shipping, Scheduling and Quality. The management team wanted to address these issues and also ensure that their Order Fulfillment Value Stream, which included all processes from order entry to final customer invoicing, was capable of shipping an order within 24 hours consistently. In addition, management noted that the company's information technology infrastructure was not being utilized to its fullest extent and the order fulfillment process lacked standardized work.

Solution:

Through consultation with NEPIRC, Simona America management decided that mapping the Order Fulfillment Value Stream and creating a current and future state value stream map and a work plan to eliminate waste in the process would be the best approach. Prior to the three (3) day mapping session, the mapping team participated in a one day Lean Office training workshop.

Working with NEPIRC, the company developed an Event Charter for its Order Fulfillment Value Stream Mapping engagement, which included target goals of:

- Reducing handoffs by 50%;
- Reducing errors by 100%;
- Implementing standard work;
- Implementing 6-S where applicable

Results:

As a result of this project, one of the process steps was immediately eliminated during the mapping event. In addition, it is expected that once the plan is implemented Simona America will realize the following: a 36% reduction in processing errors, implementation of standard work within two critical sub-processes; and 5-S workplace organization in two discrete areas of the company. A Kaizen event around the shipping process is scheduled to further reduce the number of process steps and lead time.

As part of the Value Stream Mapping engagement, Simona received a work plan containing the action items necessary to make the future state map a reality and an event binder and storyboard as a means to communicate the event throughout the company.

Name of Person Giving Testimonial: Paul Gandolfo

Title of Person Giving Testimonial: Chief Executive Officer

Testimonial: "As a new, rapidly growing company it is essential to establish a solid foundation of Lean principles. The NEPIRC team has provided us excellent experience and a structured process that has yielded immediate productivity gains."