

Berwick Offray



Berwick Offray Wraps Up a 15% Gain in Productivity Through Lean

Company Profile

Berwick Offray LLC is one of the nation's leading manufacturers of decorative ribbons and bows designed to fulfill a variety of customer needs for seasonal and special occasion use. Their products are supplied to a global customer base from major retail distribution channels to individual outlets. Their facility in Berwick, PA contains manufacturing space, warehousing and administration functions. The plant is operated 24 hours/day and 5 days/week to maximize equipment utilization. Customer order volume has been stable since the beginning of 2010.

Situation

Company management was concerned about equipment utilization and uptime, which was being hampered by the changeover process. Variability had found its way into the changeover process, resulting in a non-standardized approach to changeovers, with some being more efficiently-done than others. There also seemed to be a high level of post-changeover "tweaking" of machinery and inconsistent quality at times off of certain machines.

Solution

NEPIRC worked with Berwick Offray, LLC to develop a Value Stream Map of the Core & Spool area, which led to initiative that created Quality Control Standards & Procedures, Engineering Product Standards, Standard Operating Procedures for Operators & Mechanics, Updated Process Maps, Updated 6S Programs and Standard Operating Procedures for Changeovers.

Results

As a result of this engagement with NEPIRC, Berwick Offray realized the following results:

- A 15% productivity improvement within the Core and Spool areas;
- A significant increase in machine utilization; and
- A reduction of overall spool costs.

Testimonial

"NEPIRC was very effective in improving the productivity of our core and spool areas. They did an excellent job of diagnosing our challenges, developing an action plan to address them, and then implementing that action plan alongside our employees. As a result of the increased productivity we've realized, we're implementing other Lean Enterprise tools within other areas of our facility."

Mr. Rudy Singh, Director of Manufacturing