



## **Kaizen Breakthrough Experience, March 1-5, 2010** **Sponsored by TBM Consulting Group, Inc.** **Hosted by Hayward Pool Products, Pomona, CA**

### **Project 1: Green Team – Energy Kaizen**

The Pomona facility consists of a single building of 300,000 square feet. One-third of the building is dedicated to manufacturing. Injection molding operates three shifts, five days per week and includes 30 molding machines and one extruder. Small QA, maintenance and tool room crews also work three shifts. Assembly, shipping and receiving operate one or two shifts based on demand. The plant also houses a large cooling tower and four air compressors. Utility costs typically exceed \$1 million per year. Most areas have been converted to low energy lighting. Only the offices are equipped with HVAC. This will be the plant's first kaizen to reduce energy costs and we look forward to breaking new ground.

#### **Goals:**

- Reduce cost of energy and other utilities by 10%
- Write standard work to sustain savings where applicable
- Apply visual controls in key areas
- Identify at least one safety or ergonomic improvement per team member

### **Project 2: Blue Team – Assembly Productivity** **Suction Cleaner Cell #2**

Suction Cleaner Cell #2 produces about 380 units in an eight-hour shift. Seven assemblers convert over one hundred injection molded and purchased parts into the finished product. One water spider and one material handler keep the inbound materials and outbound finished goods flowing. The cell can produce four different Cleaner models and accounts for about one-third of the production volume of the plant. Cleaner Cell #2 was created in May 2009 using a full week kaizen and a series of over 20 two-day point kaizens.

#### **Goals:**

- Improve takt time attainment and productivity 7% by evaluating cell performance in terms of:
  - Inbound quality of components
  - Tools and fixtures
  - Parts presentation
  - Other sources of operator cycle variation
- Improve workplace organization to a Progressive 5S level 2.20
- Improve at least one safety or ergonomic opportunity per team member
- Update standard work to reflect all changes in work content

Please contact TBM to select your preferred project. Bill Swisher is available to answer any questions you may have, or to assist you with your registration. You can reach Bill at [bswisher@tbmcg.com](mailto:bswisher@tbmcg.com) or 800-438-5535 x823, or you can register [online](#).