

Prepared exclusively for

arco[®]
Experts in Safety

Equipped to Improve[™]

A guide to improving
productivity

**“Improvement can
sometimes come
from unexpected
places.”**

Jonas Svanäng, Kaizen expert

TORK[®]

Think ahead.

Implement a continuous improvement culture

Kaizen means to change for the better, every day, in all areas of the company, involving all employees. One such area is operator maintenance, where small but continuous improvements can have a significant impact on quality, cost and delivery.

Kaizen helps leaders achieve performance improvements and implement continuous improvement cultures that help them create a sustainable competitive advantage.



89%

Believe that improving preventative maintenance routines is important in their company*

87%

Say preventive maintenance reduces machine breakdowns and lost production time*

We asked **Jonas Svanäng**, a subject-matter expert to help us understand how the kaizen philosophy can help increase the productivity of a plant and its machinery.

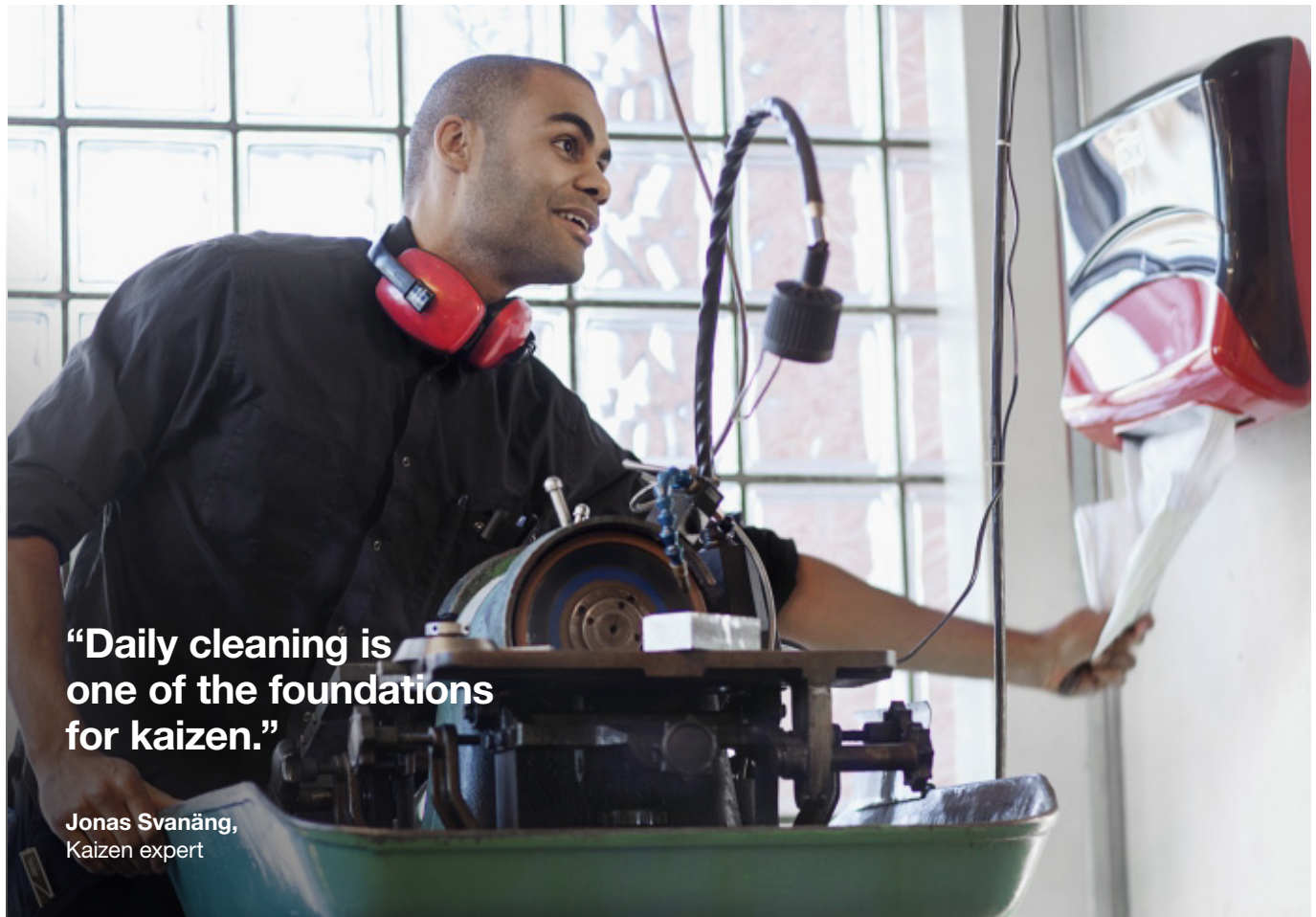
Jonas learned and studied Lean first hand from improving Toyota's factories and applied the same learning in 100+ organisations internationally during his time with McKinsey and Reach.

Jonas is regularly invited to share his thoughts on kaizen and Operational Excellence at international conferences

Below are five of his best kaizen tips.



Jonas Svanäng's best kaizen tips:



“Daily cleaning is one of the foundations for kaizen.”

Jonas Svanäng,
Kaizen expert

Tip 1

Focus on small changes

The kaizen approach is to make incremental changes that fit your current operations without having to completely overhaul your processes. Don't start by asking big and daunting questions like “how can we improve our overall productivity?”. Instead, identify smaller problems and take small, achievable steps towards resolving them.

Improvement ideas will come from going to “Gemba”, a word which in the kaizen methodology refers to the place where value is created for the customer. Bring management to the shop floor to see what's really going on and where there are opportunities to reduce “Muda” (business/process waste).

That way you can free up time and resources for activities that actually add value.

Look at problems as improvement opportunities. Your goal is to identify root causes of problems and then resolve them together, one step at a time. After a while, these small but continuous changes will take on a momentum of their own and lead to big improvements over time.

Tip 2

Empower your employees

Kaizen is about continuous improvement by everyone, every day and everywhere in the organisation. Your operators are closest to the problems on your shop floor and most probably the ones who know what changes need to be made, but when their suggestions aren't heard, motivation decreases.

The goal of kaizen is to instil a culture of continuous improvement, through the modification of behaviours. When your company adopts a kaizen mindset, the opportunity to change the place of work and the place where value is really added, will empower your employees.

Strive to create a teamwork environment where everyone is working together to ensure ongoing improvement and encourage your operators to identify problems and make recommendations regarding their work areas.

This not only builds a sense of ownership of their work, it will also improve overall morale and productivity



Tip 3

Ensure organisational buy-in

Kaizen is not a one-time fix, but an ongoing process. Which is why you need to engage everyone in the pursuit of improvement, every day, in all areas and departments. And make sure that your organisation understands the importance of kaizen to your bottom line.

Every organisation has issues like breakdowns and quality problems and sometimes there's a resistance aspect from the shop floor: "We've suggested this before but nothing's happened", etc.

This makes it important that your employees feel that they have the support they need from management in order to suggest and implement improvements.

To create truly effective and sustainable change, you need to make kaizen an integral part of your leadership. Your leaders are crucial to sustaining a culture of continuous improvement. You need commitment from them on your vision to make sure that they are involved and that they actively support the change in mindset throughout the organisation.

Tip 4

Speak with data, manage with facts

Managers need facts and figures rather than guesses to be able to objectively analyse issues, quantify the benefits of suggested improvements and get buy-in from management. So try to convey to your operators and team leaders the need to speak with data.

Map and quantify your processes to identify Muda and areas for improvement and to provide a benchmark against which future improvements can be measured and quantified.

There is only one way to see what is really happening in your company and why it is happening: you have to change your perspective and "Go to Gemba".

Don't just give your opinion on issues; go see what is actually going on by showing genuine interest in the people and the process they work within on a daily basis.

"By ensuring that a machine is clean, it allows the problems to be made visible."

Jonas Svanäng,
Kaizen expert



Tip5

Cleaning is checking

Autonomous Maintenance and Planned Maintenance Routines are pivotal in increasing the overall equipment effectiveness of your plant and its machinery.

In the kaizen system, Autonomous maintenance is “independent” maintenance carried out by the operators themselves rather than by dedicated maintenance technicians. The first step of Autonomous maintenance is basic cleaning.

Research shows that 89% of machine operators believe it is easier to inspect and detect faults on a clean machine.* And when you give your operators the responsibility to keep their equipment clean, they have a better chance of discovering problems before they result in downtime.

This is an example of how improvement can come from unexpected places. By implementing autonomous cleaning routines, you can increase your bottom line through reducing the downtime of machines, by helping you to proactively:



Eliminate leakages



Improve access to check points

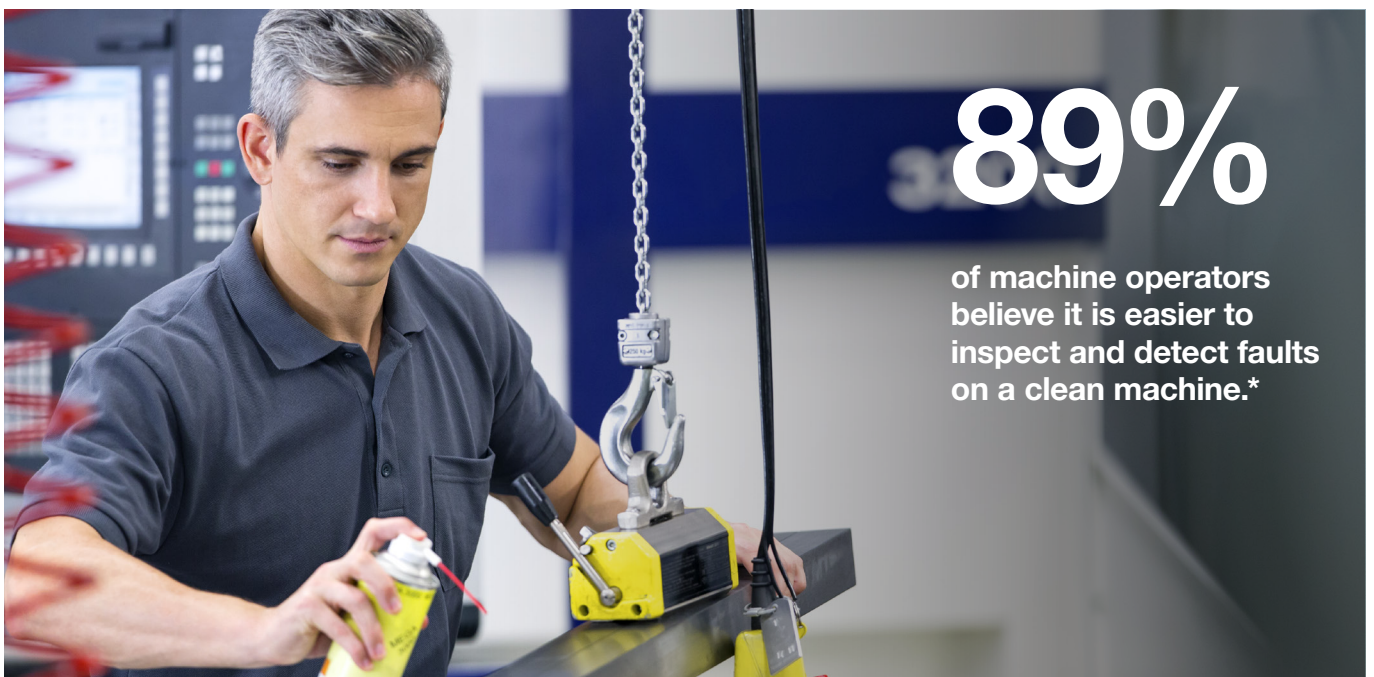


Eliminate sources of dirt and contamination



To facilitate autonomous cleaning routines, and remind operators to carry them out, install Tork Performance cleaning equipment within easy reach of workstations to avoid wasting time walking back and forth to get it.

As many as 89% of machine operators agree that “Having robust, professional industrial wiper dispensers placed exactly where I need them would support efficient cleaning and preventive maintenance”*.



*Tork machine operator research, carried out by Psyma (July 2019)

Finding hidden motion and inventory waste

A study¹ has shed light on the surprising fact that machine operators are interrupted in their work several times per day to fetch or dispose of wipers. This is the type of small disturbance that can easily be overlooked, but result in significant motion and inventory waste.



44% of machine operators are interrupted at least

20 times

during a workday to walk and fetch or dispose of wipers¹.

If wipers aren't placed conveniently,

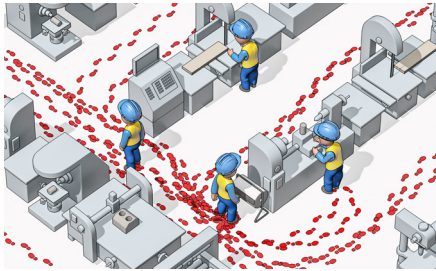
74%

of machine operators take more than they need for the task to avoid having to walk back and fetch more every time¹.

1. Tork machine operator research (July 2019)

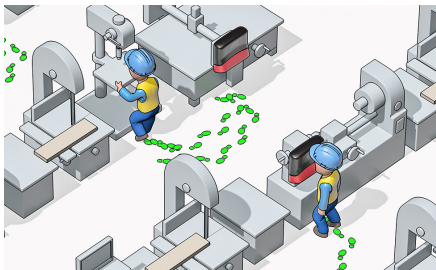
3 tips on preventing interruptions at work

Reducing motion and inventory waste



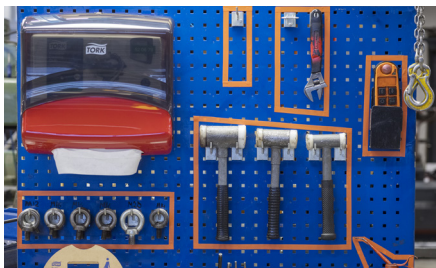
Tip 1 Study operator motion relating to process cleaning

Investigate how your operators physically move and how frequently they need to access wiper products. Wasted motion is caused by operators having to leave their workstation and walk a distance to fetch new wipers. It can be difficult to get a clear picture of the full scale of operator movement. Using a spaghetti diagram can help identify movement that doesn't add value to the production process.



Tip 2 Place the wipers close at hand

The root cause of interruptions at work is that operators have to stop what they're doing and go fetch wipers or cleaning tools. In the research a surprising 74% of operators took more wipers than they needed to avoid these interruptions. This leads to both motion and inventory waste. Having professional dispensers with a choice of formats and flexible mounting options, allows a suitable dispenser to be placed close by preventing operators from being interrupted.



Tip 3 Never stop evaluating

As production changes, so do the requirements for wipers used for process cleaning. This means that to continue to avoid motion and inventory waste you need to be sure you always have the best solution for the job. This is done by continuously evaluating your process cleaning. We've included a small questionnaire in this guide to help you get a better overview of your process cleaning efficiency today.

Evaluation questionnaire:

Questions:

- How many operators use cleaning cloths or wipers?
- Where are the wipers placed in relation to where they are used?
- How many times are your operators going to fetch wipers for process cleaning per shift?

Tork Workflow can help you reduce waste

Tork Workflow™ is a consultation with one of our experts. This 60-minute session provides an in depth review of workstation efficiency that will provide recommendations that will help you reach your targets, increase efficiency and reduce waste.

- ✓ Free of charge
- ✓ No purchase necessary
- ✓ Free trial available following our assessment

How Tork Workflow helped Leoni optimize its process and reduce waste



“We are really satisfied with all the solutions provided by Tork®. They helped us not only to reduce waste but boost workplace efficiency with satisfaction of both our employees and customers.”

Product Section Manager,
Leoni Wiring Systems

About Leoni

Leoni is a global provider of products, solutions and services for energy and data management in the automotive sector and other industries. The market-listed group of companies has around 95,000 employees in 32 countries and generated consolidated sales of EUR 5.1 billion in 2018.

Leoni seeing results with Tork

- 1.5 hours of wasted motion saved per shift
- 18% material waste reduction, from 0.7 tons to 0.58 tons
- 18% less toxic waste
- 80% reduction in Carbon Footprint
- Improved workplace hygiene
- Safer and cleaner working environment
- Improved employee and customer satisfaction

preventative maintenance

Increase productivity by giving your operators the cleaning tools they need to proactively maintain their own equipment.



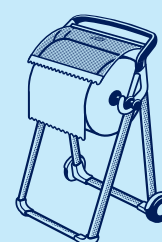
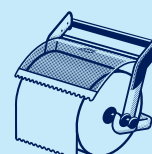
89%

of machine operators believe it's easier to inspect and detect faults on a clean machine*

Key benefits:

Tork Performance® dispensers and wipers help you optimise cleaning processes and improve preventative maintenance, which in turn:

- **Reduces** breakdowns and lowers downtime
- **Improves** productivity and competitiveness
- **Protects** equipment investments



Inspecting machinery and reporting issues before they turn into problems should be a natural part of every operator's work day. For this to work, the equipment needs to be kept clean. Tork Performance dispensers and wipers are based on 5S principles and place the tools to perform routine cleaning exactly where they are needed – at the workstations.

Improve productivity by reducing waste

Tork Performance dispensers are available with a range of unique mounting options which allows them to be placed within easy reach of the operator. In combination with Tork professional wipers designed to perform in a consistent and standardised way, they help maintain order on the shop floor and reduce Muda waste from motion, waiting and defects – all of which helps you reach your continuous improvement goals.

Dispensers

The complete range of Tork dispensers offer flexible formats, multiple fixing options and wipers to suit every task. Controlled dispensing reduces consumption and waste.

Folded Wiper/Cloth Dispenser

- Reduces clutter and helps organise 5S workspaces
- Protects refills from dirt and offers uncontaminated, ready-to-use, wipers
- Wide range of fixing options: magnets and brackets



654008

Floor & Wall Stand

- Floor stand is easy to move to wherever it's needed
- Wall stand offers easy access to wiper material and is located off the floor, helping with 5S organisation
- Easy, ergonomic loading
- Glass fibre reinforced tearing edge – safe and reliable dispensing



Saves floor space
652108

Mobile
652008

Maxi Centrefeed Dispenser

- Space-saving and sturdy dispenser for large centrefeed rolls
- Splash-proof design protects wiper material and is easy to keep clean
- Optimised for single hand dispensing
- Wide range of fixing options: magnets, suction cups and brackets



653008

Refills

Standardised sheets that dispense efficiently and reduce waste.

- Always consistent in quality and size
- More effective performance – save time, solvents and effort
- Wide range of wiping materials and formats available



520350



130080



530172





Think ahead.

Are you ready to improve productivity and take on the competition?

Sign up for a test where your workers will have the chance to evaluate our range.

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