



PARKER HANNIFIN SETS A HIGH STANDARD FOR LEAN @ WORK™

The Problem

Parker Hannifin, a major producer of automotive A/C components had identified the need to improve process flow and line balance in an assembly area. Additionally they were seeking to improve the welding operations and improve material supply delivery. There was a stated need to reduce downtime, reduce scrap & rework, reduce inventory, implement a KanBan system, and move toward single piece flow.

The TAG Team Solution

Parker Hannifin contracted the services of The ACCESS Group to facilitate Kaizen activity. Under the structure of TAG's Lean program, titled Lean@Work™, TAG worked with Parker Hannifin's associates to achieve significant results.

TAG assisted Parker Hannifin with the identification of needs in the assembly area and developing objectives for the Kaizen Event. Once these needs were identified, objectives were set to measure the success of this event. Parker Hannifin and TAG associates worked together to complete these activities and achieved significant results that will produce real dollar savings for Parker Hannifin. During the event, equipment was relocated to improve

Lindsey Garner, Operations Manager for the Booneville Operation, stated, "The ACCESS Group (TAG) brings a can-do, hands-on approach to the projects. Their support of the team's efforts is on the factory floor. They believe in teams that are active in the "Gemba" and work diligently to provide the tools and resources to get results. TAG has been a big part of our success."

process flow and improve line balance. The team co-located process equipment and made improvements to the material racking that supported the line. Pieces per shift output increased from 600 to 700. The Kaizen team identified a solution to reduce the number of operators on the line from 9 to 7 on each shift. The team improved the workplace organization and re-emphasized the implementation of the 5S system. Improved maintenance and standardized work procedures were established as well. To aid with the achievement of sustained results and improved communication, the team implemented visual cell management.

TAG has worked with Parker Hannifin in a number of different ways to assist them with making the transformation to a "Lean Culture".

TAG's 5S training and implementation program was one of the starting points to initiate this change in the culture. Focused 5S Blitzes and general workforce training continues to pay dividends today in both the plant and office areas. TAG has facilitated numerous other Kaizen Events with successful results similar to the event mentioned here. TAG is now working with Parker Hannifin to bring a 'Lean' approach to the maintenance organization too.

Again Lindsay Garner, Operations Manager, sums up their commitment to Lean very well when he says, "When Lean becomes the way we do things we will have the tools that we need to significantly improve our financial performance and provide premier customer service."



The Outcome

All totaled, the improvements made during this Kaizen event will result in a significant contribution to increased net earnings of 18%. Rick Reed, TAG's Facilitator for this event, said, "It has been a great event with a lot of focused activity and hard work to achieve these outstanding results. Parker Hannifin is a great company to work with because of their dedication and ongoing commitment to the Lean process."

Labor costs were reduced in this event by 22% on each shift. Reorganizing and re-emphasizing the 5S System will improve the pieces per shift output by 17% per shift. Improving the maintenance and standardized work procedures resulted in improving throughput by 16% and reducing scrap by 38%. The co-locating of process equipment and improvement of material racking has reduced the line WIP by 76%. And finally, the implementation of the visual cell management will give Parker Hannifin the tools needed to achieve sustained results. All totaled the annualized bottom line savings will result in \$243,000 of real dollars.

For information on how TAG can assist you call: 877-824-3647 or visit www.tag.bz

*"Helping Companies Do Today What Others Won't...
...So That Tomorrow, They Can Do What Others Can't."*

