

JUSTRITE SAFETY GROUP ACHIEVED **OUTSTANDING OUTCOMES** WITH HELP FROM LEAN FOCUS.

PROBLEM/ SITUATION



IT BECAME MORE DIFFICULT TO BE ABLE TO SHOW EVERYONE WHAT 'GOOD' LOOKS LIKE."

For more than a century, Justrite Safety Group has been a leader in providing industrial safety solutions. As it grew from a small company to a large corporation, however, it became difficult for Justrite Safety Group to maintain a culture of continuous improvement, lean manufacturing, and waste reduction.

"It became more difficult to be able to show everyone what 'good' looks like," said Carlos Cobo, Chief Operating Officer at Justrite Safety Group.

Carlos came to Justrite Safety Group from a company that was well versed in lean processes, and he knew Justrite Safety Group could benefit from adopting similar practices.

"I reached out to Lean Focus because I wanted them to help me show everyone at Justrite Safety Group what high-quality, well-planned kaizen events could do for the company in terms of driving results in productivity, setup times, and inventory reduction," said Carlos.

SOLUTION



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Justrite Safety Group reached out to Lean Focus to help them excel in three different areas:



**STRATEGY
DEPLOYMENT**



**DAILY
MANAGEMENT**



**PROBLEM-
SOLVING**

Lean Focus conducted cross-functional kaizen events and bootcamps to create model-cells in the factory. During the boot camp, or kaizen, Lean Focus introduced the concept of looking at the key metrics needed to make improvements on a daily, weekly, and monthly basis. Lean Focus also concentrated on how to collect and analyze data to determine where Justrite Safety Group should put its resources and prioritize their day-to-day work. Topics included setup reduction, daily management, problem-solving, and strategy deployment.

Additionally, Lean Focus helped accelerate Justrite Safety Group's lean journey by sourcing them a superstar continuous improvement manager. "They were able to get us candidates that were all superstars, so the hiring process was very easy," said Carlos. "The person we hired met our expectations, was a great fit for the team, and has been a positive addition for the company."



LEAN FOCUS ISN'T A TYPICAL CONSULTING GROUP THAT COMES IN AND TELLS YOU WHAT TO DO. THEY GET THEIR HANDS DIRTY. THEY BECOME PART OF THE PROCESS. THEY START THEIR INVOLVEMENT WEEKS IN ADVANCE OF THE KAIZEN, SO THEY KNOW ENOUGH ABOUT YOUR ORGANIZATION TO BE ABLE TO COACH THE TEAM TO GREAT RESULTS."

CARLOS COBO

Chief Operating Officer, Justrite Safety Group

RESULTS



WE STARTED OFF WITH 177,000 PIECES OF WORK IN PROCESS. AFTER A SINGLE KAIZEN, WE REDUCED THAT TO ABOUT 60,000."

REDUCED CHANGEOVER TIME BY

53%

Single-minute exchange of dies (SMED) is a system Justrite Safety Group uses for dramatically reducing the time it takes to complete equipment changeovers. "Our changeover process took 124 minutes," said Carlos. "After conducting a SMED event, we were able to complete it in less than 60 minutes."

IMPROVED WORK IN PROCESS BY

66%

Justrite Safety Group always had quite a bit of work in process. This term refers to the material in the process of being changed from raw material to a finished part. "We started off with 177,000 work in process," said Carlos. "After a kaizen, we got that down to about 60,000."

REDUCED 6S SCORE FROM 3 TO

1.8

The 6S score measures how organized a particular area is. It's all about having a place for everything and everything in its place. Before the kaizen, the average score was barely meeting 25% of the requirements. After the kaizen, the score improved to 90%.

