

### **Company Profile**

Currier Plastics, Inc. – winner of the 2009 AME Mfg. Excellence award  
Auburn, NY  
120 employees  
Founded 1982  
Contract injection and blow molding company

### **Situation**

*Carrier had been under a great deal of competitive pressures to improve quality and delivery. An assessment identified the following opportunities:*

- 1) *Workforce did not have a clear connection between the daily performance of their jobs and the vision of the company. The workforce was very committed to the company but a lack of effective team work made decisions and problem solving a struggle.*
- 2) *Opportunities for quality and delivery improvements were identified*
- 3) *Use of a higher than normal temporary workforce added to the complexity of the quality and work standard challenges.*
- 4) *Equipment utilization was not optimized. Set ups were unacceptably long.*

### **Solution**

- 1) Value Stream Mapping was conducted to assist with the understanding of workflow through all departments.
- 2) Cells were identified, teams formed and 5S/Visual Control kaizen events were held in several areas.
- 3) Several events were conducted using SMED methodology reducing setup times and providing documented standards for the setup operators.
- 4) Through the direction of a newly hired process/manufacturing engineer, work standards are now being developed and front line supervisors have been trained in TWI (Training within Industry) so that they are now able to effectively train their people reducing quality issues and improving productivity by decreasing the time it takes to get a new operator up to production levels.

### **Results**

- 1) *Cost of Quality decreased from 4% to 2%, 2007 vs. 2008 YTD*
- 2) *Inventory was reduced 35%*
- 3) *Overall efficiency increased by 3%*
- 4) *Quality of Worklife (QWL) increased by 15%*
- 5) *Profitability improved by 3%*

### **Testimonial by Al Gross, VP Operations**

The professionalism and spirit of the group is commendable. The real world experience, benchmarks of excellence, contacts and content is world class. We appreciate their flexibility in providing experts in various tools and techniques, even if from outside their geographic region. We will continue to utilize their expertise as we build on a great start on our journey to become a true lean enterprise – a showplace for our industry.