

Restoring the Performance of a Production Line (Food Industry, FR)

Major Problem

A critical production line was running **22% below target**, creating delays, rework, material loss, overtime, and an unstable supply to downstream processes.

The bottleneck *shifted daily* – nothing was predictable.

M1 → M6 Phasing

M1 – Diagnostic

- 0–1 day VSM mapping.
- Three daily Gemba walks over four days.
- Core issue identified: a *moving bottleneck* caused by unstable material feeding and slow manual quality checks.
- Unreliable data: TRS readings were inconsistent.

M2 – Action Plan & 30/60/90 Day Cadence

- Priority 1: stabilize material feeding (micro-SOP + dual verification).
- Priority 2: reduce QC cycle time (partial automation + clearer criteria).
- Daily 15' routine + weekly TRS drift review.

M3 – MMQ & Execution Control

- Six 1-page SOPs developed.
- Standardized line start-up process (using 6M root-cause prompts at each deviation).
- Simple visual management with three reliable indicators.

M4 – Pre-Hoshin Review

- Load test over 3 weeks.
- Validation of routines + decision to add a floating operator for peak periods.

M5 – Post-Hoshin Consolidation

- QC cycle adjustments.
- Full autonomy kit provided (SOPs + dashboards + MMQ logic).

M6 – 6-Month Review

- Verified TRS stability, drift patterns, and corrective actions applied.

Intermediate Problems & Resolutions

1. Operator Variability

- Skills matrix + accelerated cross-training.
- 10-day intensive feedback loop → **40% reduction in handling errors**.

2. Excessive Changeover Time

- 3-day SMED blitz.
- **35% time reduction**.

3. Unusable TRS Data

- Dashboard redesign + new input rules.
- Data reliability from **50% → 92%**.

Results

- **+18 TRS points in 70 days**
- **Fixed, stable bottleneck** after 3 weeks
- **-22% material loss**
- **+14% available capacity without CapEx**
- Lower HSE exposure (fewer micro-stops and improvisation)

Conclusion

The line regained **predictability and rhythm**.

Teams understood **where to act**, TRS readings became trustworthy, and performance started compounding instead of drifting.

The plant recovered throughput without investment.