




TRANSFORMATIONAL JOURNEY (So Far) Jonesboro site



HELPING FAMILIES STAY
HEALTHY & WELL
ONE WIPE AT A TIME



**Perseverance is failing 19 times
and succeeding the 20th.**

Julie Andrews

A3 Problem Solving - 2014

TWI - 2009

RX500 Ilapaks Overhaul/5S - 2015

5S 2009 - 2015

C/O Kaizen on RX300 - 2015

Jumpstarting Nice-Pak's Journey

December 2015

PURPOSE: Deliver a **Transformational Model** that Nice-Pak can utilize to begin and continue its **Journey to Excellence**.

OVERVIEW: Nice-Pak, Jonesboro, Arkansas, **requested assistance from Arkansas Manufacturing Solutions (AMS)** and Arkansas State University Center for Economic Development (ASU DCED). Nice-Pak would like to **develop an internal Lean Culture of Continuous Improvement that is capable of addressing strategic challenges and opportunities (e.g., new products, new packaging, growth, etc.)**. The Arkansas facility is prepared to partner with AMS and ASU DCED to develop an improvement culture that engages all employees and sustains wet-wipe converting expertise. Sustainment that is required through ensuing efforts to further expand our workforce with the addition of two-shift equivalence.

OBJECTIVE: Educate and train the team members (> 200 associates) to utilize the concepts in a Kaizen methodology to achieve strategic goals. The plan will include technical support and coaching services to help the Nice-Pak team successfully establish their Lean Initiative and ensure its long term viability.



How We Got Started

ON SITE ASSESSMENT

(MONDAY, 2/11) – A site visit during which:

- a. The company team presents an overview of its **Challenges/Opportunities**
- b. The team conducts a purposeful **Gemba Walk**
- c. The team evaluates an overview of how a **Transformational Journey** could unfold over a three month period

SUGGESTION: If a company decides to pursue the Transformational Journey program, it's suggested that a core group be formed and that that group be made up of team members from among the Leadership/Management/Value Adder levels. Ideally, there would be 3 team members each from these 3 levels (or, a **Team of Nine**) who would be expected to participate in all of the program components (as outlined below). The purpose is to facilitate an ongoing understanding of the program and to help ensure active involvement across the site.

LEADING CHANGE

(TUESDAY, 3/1) – An 8 hour session, primarily with the **Team of Nine**, to establish a unified purpose that will meaningfully drive future activities. During the session, the team will:

- a. Determine their **Definition and Characteristics of a Leader**
- b. Evaluate their individual and team **Leader Capabilities**
- c. Define the requirements/steps/measures necessary for them to **Lead Change**



Reliability, like safety, is a culture rather than a measure

NICE-PAK LEAN 101 TEAM



Bill KRAUS,
Lean Extraordinaire



Reliability, like safety, is a culture rather than a measure



VALUE STREAM MAPPING TRAINING

(TUESDAY-WEDNESDAY, 3/22-3/23) - An initial 4 hour “*Learning to See*” Value Stream Mapping workshop utilizing the ACME Stamping exercise (no maximum limit to the number of participants). The intent is to provide an understanding of:

- a. The **theory** of Value Stream Mapping
- b. The **purpose** for developing Value Stream Maps
- c. The **application** of Value Stream Mapping in creating Vision/Challenge themes

CURRENT STATE AND FUTURE STATE VALUE STREAM MAP FACILITATION, VISION/CHALLENGE FACILITATION

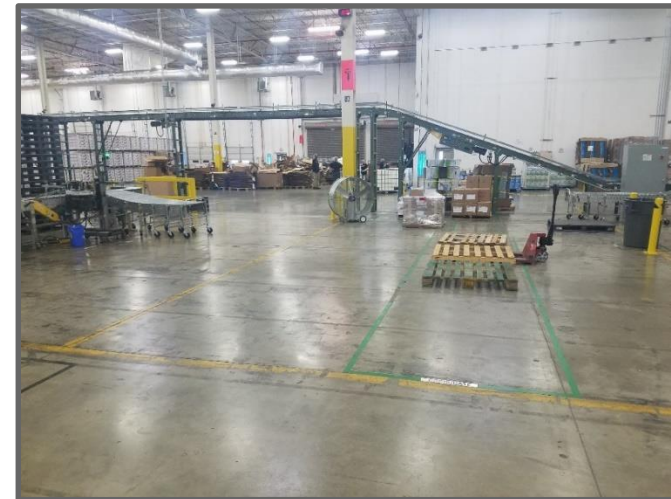
(TUESDAY-WEDNESDAY, 3/22-3/23) – An 8 hour session during which the client is guided through the development of Current State and Future State Value Stream Maps for two of their chosen focus areas (e.g., processes, products, customers). The intent is to provide an understanding of how the client:

- a. Views the **Current State** of their focus areas
- b. Imagines the **Future State** of their focus areas
- c. Understands the **Path is Unknown** and will manifest itself one step at a time



5S (TUESDAY, 4/5) – An 8 hour session utilizing practical activities within the manufacturing plant with participation by 14 to 28 team members from the three levels of Leadership/Management/Value Adders. The intent is to provide an understanding by all participants of:

- a. The backbone of Lean stability is **visual management** – 5S
- b. The 5S System – **Sort, Set, Shine, Standardize, Sustain**
- c. Methods of **5S Auditing**



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Strive for “75” KATA on RX300

RX300 VISION AND CHALLENGE:

“STRIVE FOR 75” BY DECEMBER 31st



**Mr. Brandon Brown
The KATA King**

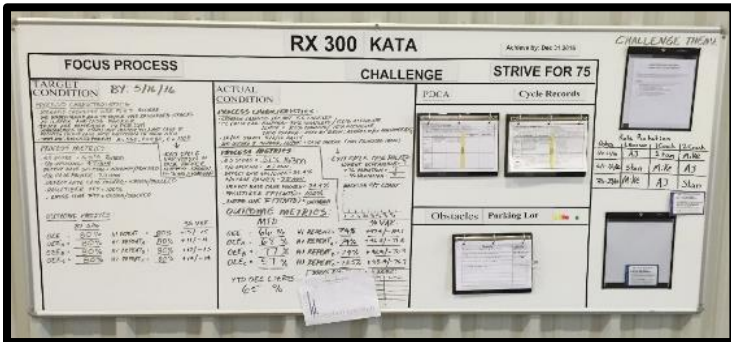
VISION

Be a world class leader in creating and delivering superior wet-wipe products at competitive prices to the marketplace on a timely basis while encouraging our employees to continuously strive to raise the bar for perfection and expectations with safety, quality, continuous improvement, and employee involvement.

CHALLENGE

By December 31st we have demonstrated a sustained 75% efficiency for the entire month of December

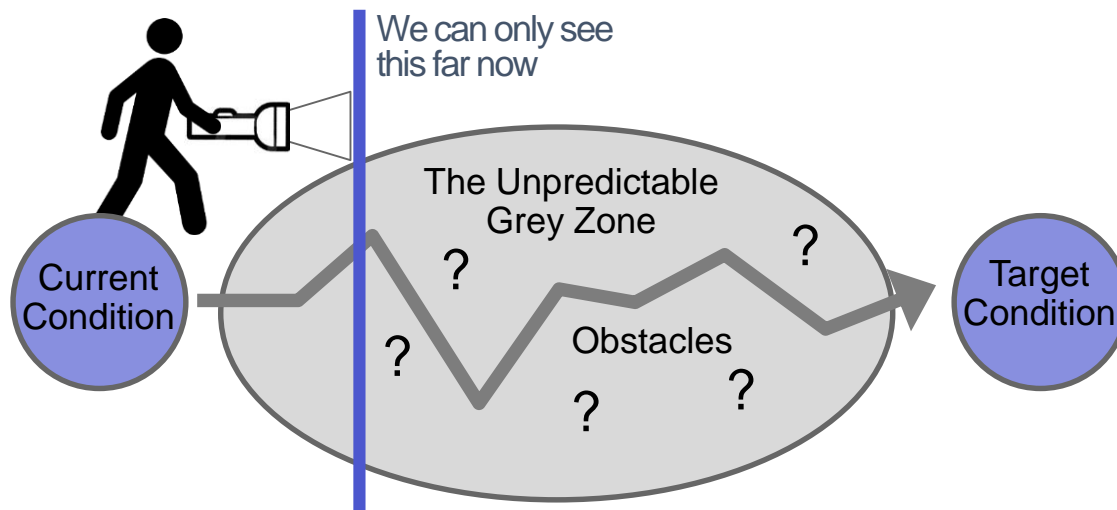
- Reduce changeover time, which includes set-up and achievement rate, by 50%
 - driven by set-up time and exit time variation
- Reduce RX300 inventory needs by 10%
 - driven by set-up/achievement rate reduction
- Institute practices and disciplines for accurate and controlled centerlines
 -
- 5S implementation sustainment throughout the line
 - driven by weekly audits and plant wide participation
- Institute LEAN KATA as a daily PDCA practice



	High Efficiency Variance	Low Efficiency Variance
2015 RX300	-31.90%	0.80%
2016 RX300	-13.60%	12.70%
Net Gains	18.5%+	11.9%+



KATA taught us quickly that the path will never be a straight line.



What did KATA do for the RX300?

- **ZERO Recordables for the year.**
- **December's Efficiency = 80% Highest in this Value Stream's history!**
- **For the first time in Nice Pak's history, a Value Stream (RX300) hit their budgeted efficiency of 75%!**
- **Changed the mindsets of our value adders!**

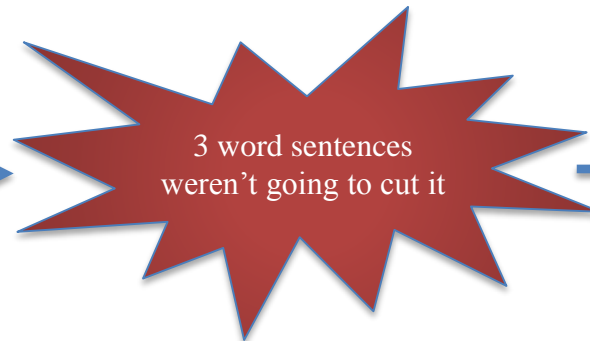
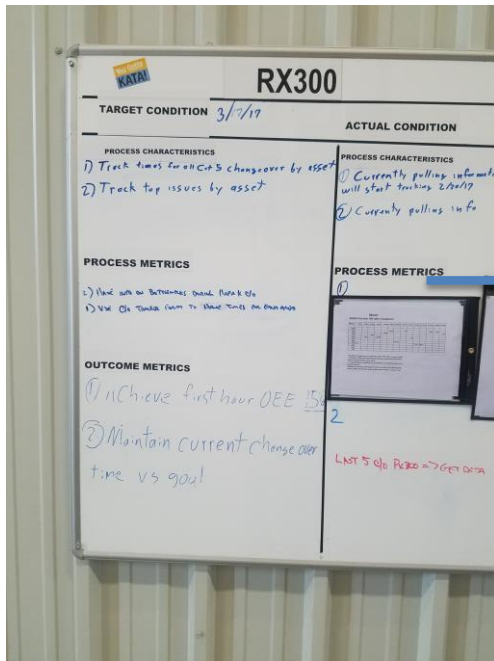


CORPORATE MISSION STATEMENT

To lead category growth, we will drive education and increase awareness of wet wipes as the superior cleaning and hygiene solution through a relentless commitment to research, innovation, quality and our customers. We will meet this growing demand for wet wipes through excellence in manufacturing, service and business practices built on a foundation of trust and empowerment that enhances the well-being of our associates, their families, the communities in which we operate and the environment.

Our 3rd KATA Training Class

We needed to have more detail on our objectives, process metrics, pretty much everything!!!



What's
next



Our Next Steps

- **KATA Celebration**
- **Sustaining the KATA gains**
- **Continue to improve every day with KATA**
- **And one more thing....**



Make KATA fit you!!!

