



BPIF SPECIALIST SERVICES

# PROCESS IMPROVEMENT

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# WHY YOU NEED PROCESS IMPROVEMENT

BPIF Process Improvement provides an industry-specific and cost-effective service to help printers and packaging manufacturers to proactively improve their own productivity and competitiveness.

It achieves this goal with industry support and through a close relationship with the printing industry's trade bodies, suppliers and purchasers of print services.

Our simple-to-use tools and a hands-on approach have inspired companies of all types and sizes to progress quickly to bottom-line improvements.

Our programmes cover a wide range of process improvement techniques, including:

- Productivity Healthcheck
- Profit Improvement Planning (PIP)
- Operations Assessment
- Total Productive Maintenance (TPM)
- 5C/5S Workplace Organisation
- Admin and Workflow (Process) Streamlining
- Materials Waste Reduction
- Press Productivity Improvement
- Lean Manufacturing Implementation
- Modular Improvement Programmes
- Cost Rate Review Service
- Bespoke Continuous Improvement Programmes

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# PRODUCTIVITY HEALTHCHECK

Printers are under increasing pressure to deliver higher quality products at competitive prices, whilst reducing time to market. To do this they need to make the most of their existing hardware and optimise their information management, operational processes and staff in order to deliver profitable performance.

The Productivity Healthcheck takes a short, sharp look at your operations. Applicable to companies of all sizes, it gives a rapid assessment of the key factors affecting productivity and the potential for improvement, including state of readiness to move forward. Companies involved in previous improvement programmes have made dramatic process advancements.

The Healthcheck investigates 9 key areas of manufacturing:

- Inventory
- Teams
- Processes
- Maintenance
- Layout
- Data Collection
- Make-ready
- Quality
- Scheduling/Control

AIMS:

- ✓ Operational diagnostic for your business
- ✓ Identifies strengths and weaknesses in operational performance
- ✓ Specific practical recommendations on how to build operational competitiveness
- ✓ An annual review of company progress towards best practice/BPIF Seal of Excellence

THE BENEFITS:

- ✓ Immediate feedback
- ✓ Often reveals huge hidden potential for productivity improvements
- ✓ Rapid ROI from subsequent Improvement programmes to address highlighted issues

# PROFIT IMPROVEMENT PLANNING (PIP)

The Profit Improvement Planning Service aims to identify operational measures that can be improved to increase productivity and in turn, business profits.

Our observations and findings are then condensed into a summary action plan using a model specifically tailored to your business and the UK printing industry. The outcome positions your business on a continuous improvement journey, identifying where the business needs to focus next and what needs to be done.

## THE BENEFITS:

- ✓ Process map to show where you can make efficiency improvements and savings
- ✓ Analysis of production bottlenecks and opportunities for improvement
- ✓ Identification of information opportunities for admin process streamlining
- ✓ Analysis of 8 key operational measures from your data
- ✓ Action plan or next-steps to implement the strategy to manifest improvements, savings and increased profits

# OPERATIONS ASSESSMENT

UK printers must constantly innovate, invest and adapt to remain competitive. The operations assessment is a unique business diagnostic specifically designed to help printers identify how to reduce costs, improve productivity and drive competitiveness.

The Operations Assessment is a straightforward tool which identifies what you need to do to achieve excellence. It uses lean manufacturing tools and techniques to identify how to save costs, change organisational culture, increase productivity and in turn, boost staff morale. It is designed to provide comprehensive and insightful reporting with minimal effort from you and your staff in 2 days. Companies involved in improvement programmes have made dramatic process improvements.

Typical examples include:

- 23% reduction in stitching line make-readies
- 20% improvement in on-time delivery performance
- 28% reduction for sheet-fed press make-readies

## THE BENEFITS:

- ✓ Benchmarking against over 500 UK print and packaging companies
- ✓ Report scoring your operations for 14 best practice criteria
- ✓ A high level process map to help you make efficiencies and savings
- ✓ Analysis of production bottlenecks and opportunities for improvement
- ✓ Identification of information bottlenecks and opportunities for streamlining
- ✓ Pragmatic explanation of how best practice could apply to your business
- ✓ Analysis of 8 key operational measures from your data

The BPIF Operations Assessment not only identifies opportunities for fast cost savings, but also provides a gateway into fresh ways of working that will have a sustainable impact on your business.

# TOTAL PRODUCTIVE MAINTENANCE (TPM)

Eliminating machine downtime and unscheduled maintenance is one of the most important tasks for busy printers. Ever increasing pressure on deadlines means that there is never a good time for a breakdown on any of your key equipment and yet essential maintenance is often squeezed by production pressures.

Teaching your operators how to practice TPM will raise uptime for your presses and equipment, improve the quality of your products and services and enhance your operators' skills, value and craftsmanship. Since you will make less engineer callouts, you will also benefit from cost savings.

## THE BENEFITS:

- ✓ Reduced downtime
- ✓ In control of your machine availability
- ✓ Boosted operator motivation and productivity by being operator-led
- ✓ Underscore the importance of maintenance to all employees
- ✓ Enhanced skills and knowledge throughout your staff
- ✓ Reduced burden on expensive engineering resource
- ✓ Increased competitiveness by reducing the cost of doing business
- ✓ Maximised savings and boosted profits

We teach a team of your key staff (both operational & engineering) to conduct TPM. This helps the team gain an understanding of the importance of preventive maintenance and Asset Care Systems. Introducing compliance measures shows the team how sustainable improvements are, ensuring buy-in and accountability for maintenance tasks going forward.

Our approach teaches your operators how to undertake preventive maintenance of even the most complex pieces of kit so that downtime is minimised and service levels are maintained. A TPM 'Clean, Inspect, Lubricate' regime could minimize 75% of all your machine breakdown.

## 5C/5S WORKPLACE ORGANISATION

Implementation of 5C/5S workplace organisation techniques into your business can improve safety, productivity and customer perception. Using visual techniques to ensure sustainability, workplace organisation based on the 5C principles (Clear out, Configure, Clean + Check, Conformity and Custom of Practice) creates a powerful influence in promoting a pro-active and continuous improvement culture within a business.

### THE BENEFITS

- ✓ Immediate positive impact on staff and customers
- ✓ Training of internal facilitators to implement workplace organisation across your whole site
- ✓ Increased safety
- ✓ Increased productivity
- ✓ Initiate visual control to achieve consistent operational results
- ✓ Promote continuous improvement attitudes and behaviours

# ADMIN AND WORKFLOW (PROCESS) STREAMLINING

Few sales ordering processing cycles are planned; they just evolve over time. Management Information System (MIS) installations and the arrival of Job Definition Formats necessitate changes, but few companies have the opportunity, skills or confidence to stand back and identify how things should operate. Process streamlining is that opportunity.

Companies taking part in this course learn how to streamline their information flow, ensuring less time is wasted following ineffective processes. This makes the entire job workflow – from enquiry to delivery – a smoother, more productive and profitable process. Companies that have addressed inefficiencies in areas such as estimating, ordering, planning, artwork, delivery and invoicing have experienced benefits such as:

- Up to 23% reduction in estimating lead times
- An increased customer service capacity with no additional staff

This course focuses on targeting problem areas and applying smarter working practices. Backed up by the implementation of best practice, your staff can raise your company's standards to the best in the industry.

The programme takes place in 3 phases:

- To envisage the ideal 'future state' process
- Drawing up current practices
- Designing a phased implementation timetable to bridge the gap realistically and with confidence

## MATERIALS WASTE REDUCTION

A Materials Waste Reduction programme examines strategies that can save up to 5% off materials spend, whether paper, board or film. The programme identifies and tackles the biggest and most easily remedied causes of waste through introducing simple measures to recognise and track waste reduction.

We have put together a 5 day package aimed at printing companies who want to maximise the cost-effectiveness, efficiency and environmental status of their day-to-day operations. Our team encourage and coach your employees through a step-by-step process which will make your company a greener, more cost-effective and productive business.

### THE BENEFITS

- ✓ Tangible cost reductions and profits boost – saving up to 5% of materials spend
- ✓ Low implementation costs and quick results
- ✓ Improved environmental credentials
- ✓ Increased employee awareness and ownership
- ✓ Employees coached to use best practice problem solving techniques

# PRESS PRODUCTIVITY IMPROVEMENT

A Press Productivity Improvement Programme builds upon your business' priority areas, as identified in an Operations Assessment. Using the experience of BPIF Process Improvement Engineers and tools designed specifically for the printing industry, the programme will bring your business measurable improvements in terms of quality, cost and delivery.

## THE BENEFITS

- ✓ A significant increase in bottom-line profits
- ✓ The ability to accurately calculate the impact of the process
- ✓ A boost in confidence and enthusiasm within your staff
- ✓ The establishment of a culture of continuous and sustained improvement
- ✓ A rise in standards to the best in the industry
- ✓ Typical savings in make-ready times can be between 20-40%
- ✓ Decrease in waste and downtime

A typical programme, spread out over several months, includes:

- Practical shop floor work, from creating visual management guides to cleaning and fixing equipment using the core '5C' process
- Recognising the key wastes and understanding waste analysis
- Standardising operations to ensure consistency and sustainability

This also forms a stable base upon which to build agreed improvements:

- Creating techniques to solve a problem revolving around a 'Plan, Do, Check, Act' process
- Gathering productivity statistics and identifying KPIs to measure progress

# LEAN MANUFACTURING IMPLEMENTATION

Originally based on the Toyota Production System, ‘lean’ manufacturing provides a radically different way of running manufacturing processes, equally applicable to aerospace engineering or print production. Put simply, lean focuses on the removal of all waste, so that products are manufactured at a rate determined by the customer, with minimal inventory.

Lean brings together concepts such as total quality management (TQM), just in time (JIT), supplier integration, automation, team working, total preventive maintenance (TPM), delivery frequency, selling techniques and agile manufacturing. We use a five-step process to help printers adopt the principles of lean to deliver higher productivity, performance and profit.

Our engineers will help you to:

- Establish what creates value from the customer’s perspective
- Identify all steps which have an impact on that value across the whole value stream
- Arrange all the steps which truly create value so they occur in logical sequence to optimise efficiency
- Only produce what is required by the customer
- Strive for perfection by continually removing successive layers of waste

By focusing on key areas of waste including; defects, overproduction, transportation, waiting, inventory, motion and processing, companies can expect the following benefits:

- ✓ Reduced human effort
- ✓ Better use of capital investment
- ✓ Improved use of time
- ✓ Lower raw materials requirements
- ✓ Efficient use of space

## MODULAR IMPROVEMENT PROGRAMME

Our Modular Improvement Programme is tailor-made for all UK printers that employ 25 members of staff or fewer, who are keen to raise productivity and streamline workflows.

Despite raw material price increases, tax hikes, wage increases etc, most printers continue to face falling prices. Margins are under severe pressure, yet for small printers the problem is to find the time to make changes for the better.

The objective of the Modular Improvement Programme is to implement strong but simple process improvements via a series of 1 or 2 day modules so that companies can afford to release the staff to tackle such challenges.

Spread across a 3 month period, with a pick 'n' mix format, companies choose the key topics to tackle, from key performance measures and machine efficiency to production planning and layout improvement.

### THE BENEFITS

- ✓ Real cost savings realised quickly
- ✓ Specifically designed for printers with 25 members of staff or fewer
- ✓ Initial diagnostic defines which areas to focus on
- ✓ Increased operational effectiveness in areas that matter to you
- ✓ Modular structure minimises impact on your cash-flow and resources
- ✓ Employees learn problem solving techniques that increase their effectiveness
- ✓ Profits boosted

## COST RATE REVIEW SERVICE

Our Cost Rate Review Service regularly identifies companies that are undercharging for their services. This may produce new business wins in the short term; but if that work is not properly priced due to the true costs of the work involved, it will not be sustainable over the longer period.

Correct pricing of your services – which takes into account all costs, including machine operation and overtime – will factor in consistency and ensure profitability for your operations. In addition, precise and accurate pricing can help give you an edge over your rivals; assist with budgeting; improve your Management Information System; and assist you in developing a more effective workflow.

One of our consultants will evaluate your cost rates, looking at your operations in their entirety. A spreadsheet model will be produced showing the benefits more accurate cost rates will generate for your business. The result will be a more robust platform for your company's development and growth, protecting you against the effect of raw materials price fluctuations and helping you operate more competitively.

### THE BENEFITS

- ✓ Accurately estimate and cost jobs
- ✓ Price for profit
- ✓ Improve the accuracy and reliability of your MIS
- ✓ Produce detailed budgets and forecasts
- ✓ Create Key Performance Indicators such as chargeable hours, machine use and targets for staff
- ✓ Meet best practice
- ✓ Enjoy greater competitive advantage

## BESPOKE CONTINUOUS IMPROVEMENT PROGRAMMES

Bespoke programmes are specifically tailored to meet your Continuous Improvement Strategy. The aim is to build on your priorities identified by our Assessments or Profit Improvement Plan to help raise your company's performance to be among the best in the industry.

Contact BPIF Specialist Services to register your interest.  
A BPIF Specialist will then contact you to discuss your needs.

### **TO GET STARTED PLEASE CONTACT**

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