



CASE STUDY

Lean Production

PSC Info Group

■ PROBLEM / CHALLENGE

PSC Info Group is a leader in data management, printing and mailing technology and online solutions that facilitate billing, collection.

Originally a much smaller “making copies” company, growth into online solutions and advanced mailing technology opened up new product and growth opportunities but it quickly rendered their old production processes incapable of meeting a rapidly growing demand.

In early 2000’s PSC was acquired by private equity, requiring the business to dramatically overhaul in order to meet more aggressive demands.

■ LEAN ASSESSMENT

A Lean Systems Assessment was conducted to identify issues and opportunities for driving necessary improvements. The Assessment recommended projects to address the following:

Performance Measurement for Decision Making

- While the organization was growing, which made personnel feel good about performance, there were few key performance measures in place to drive accountability or challenge continuous improvement

Organizational Alignment

- Related in part to a lack of key performance measures, the organizational structure did not align well to the new mission drivers of the business

Lean Flow & 5S

- Production scheduling was very manual and did not support flow through the facility. Unfinished work in progress (WIP) was prevalent and there was a lack of visually obvious 5S organization, slowing down production. On time delivery was poor, so the schedule was constantly being adjusted to escalate major client delivery needs as priority, which tended to make other clients late.

■ RESULT: 5 Lean Production Flow Lines



5 Lean Production Flow Lines:

- No manual scheduling, first come first serve flow
- Dramatically reduced WIP
- Personnel aligned into flow line teams and NOT by department/equipment
- Visually obvious 5S organization

RESULTS

- On Time Delivery immediately soared from sub 50% to over 85%
- Capacity/thruput increased 20+%

Reference: Toby Chambers, Roark Capital - tchambers@roarkcapital.com