

# SMED Case Study: Steel Tools Manufacturer

After a Lean programme for inventory was instituted the production facility struggled with getting a good product mix out to the finished goods inventory due to relatively long change-over times for cutting dies. Steel tool (final product) cutting dies need to be replaced after every 4 Kanban batch runs of 225 pieces each.

This frequent changeover, occurring once every hour of work is necessary to maintain and re-sharpen the cutting die's cutting edges. Current changeover time for the cutting die was approximately 60 minutes and included the use of a single 10 ton forklift though the die weight was 5 tons. Nearly 50% of a working day was 'wasted' on changeovers not including the impact of the 'inability' to achieve a high volume of product mix for agility to meet with product demand requirements of a Lean programme.

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