

Quick CHANGES

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News From **Diversified Innovative Products Co.**



MAKE MORE MONEY



Brad Stillahn,
CPIM, CIRM

If the goal of your business is to make more money now and in the future, you may be interested in the approach of West Tape & Label, Inc. As a small manufacturing business, they have implemented several simple changes that have resulted in significant improvements. Over the last two years, the improvements in their process have caused them to **MAKE MORE MONEY!**

Brad Stillahn, owner of West Tape & Label, Inc., Denver, is certified in production and inventory management and integrated resource management by APICS. West's successful implementation of the Theory of Constraints (TOC) has been featured in Entrepreneur magazine, APICS magazine, and most recently a CBS news segment about APICS education success stories. He is also a frequent speaker for Clemson University about TOC.

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The Flow Line at West

View from the slitter

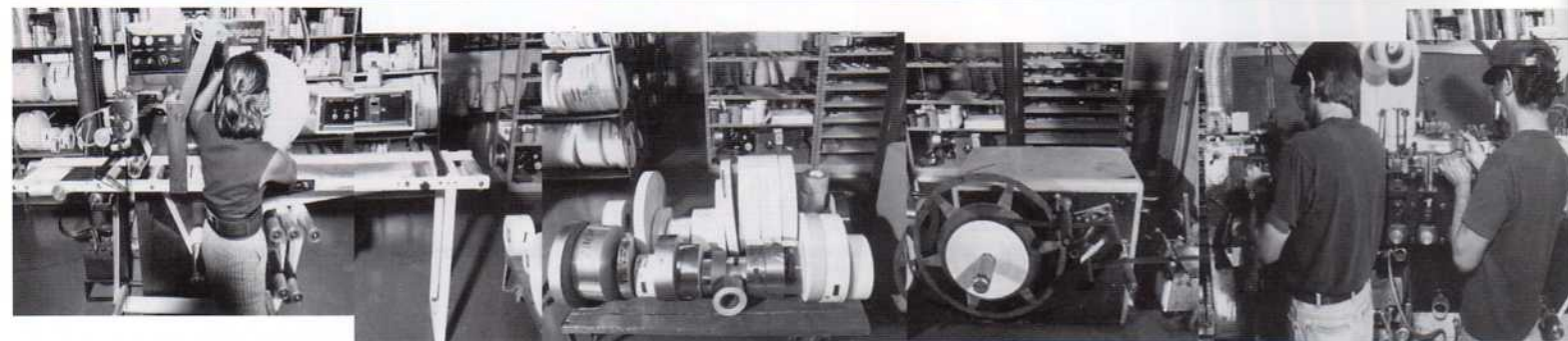
View from shipping



West Tape & Label, Inc. in Denver, Colorado is a growing "model" customer of the DIP Company who uses our "Quick Change" products. The DIP Co. is proud to share their story of success in this issue of "Quick Changes."

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(1) Stock is slit to order

(2) Slit stock is ready

(3) 2 press operators reduce set-up time

MAKE MORE MONEY *from cover*

West's layout is designed to promote flow.

West's layout is intended to enhance process flow. Most facilities have functional layouts, that is, they have machines of like type organized together in departments. By contrast, West has a slitter, press, rewind, and packaging all in a straight line, close together. This concept is referred to as cellular manufacturing. Benefits can include faster cycle time and reduced work-in-process inventory.

West uses "drum-buffer-rope" scheduling.

West schedules the plant through a technique known as drum-buffer-rope (DBR). This approach is so powerful and visible that every employee knows how his or her efforts relates to each and every order without the need for management intervention or excessive meetings. The benefits can include reduced quoted lead-time, improved due-date performance, and increased productivity.

(1) Stock is slit to order

As a short-run custom label converter, West runs many orders. Every order is scheduled. When the order approaches its run date, the

order is slit, or pre-slit stock is pulled from inventory. When this task is accomplished, the slitter is idle. The release of material to the slitter is known as "the rope" because its timing is related to the desire to keep the press running.

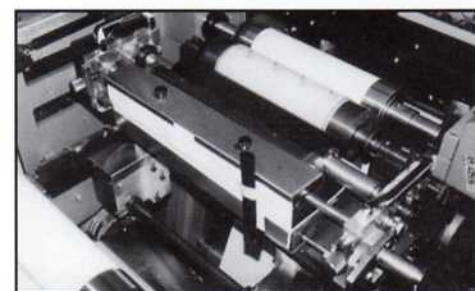
(2) Slit stock is ready

West maintains a "buffer" of slit stock next to the press. In addition, all of the ink, pre-mounted plates, and dies are staged for upcoming jobs in the schedule. The "buffer" is not the number of jobs, but a time period of press operation. If the "buffer" is not large enough, everyone focuses on filling the "holes in the buffer".

New Products Released

STAINLESS STEEL RETAINER & PAPER LINERS

The big hit at the '96 Label Expo Show was the Aqua Insta Flex press. We now have many happy customers using the "Quick Change" disposable fountains as



Aqua Insta Flex 13" Courtesy of Industrial Labels, Inc. Omaha, NE

pictured. Results to date on saving "make ready time" are astounding!

- Webtron 1125, 1050 & 1600
- Rotopress 10", 13", & 16"
- Aqua Insta Flex 13" (see picture)
- Nilpeter 240
- Wolverine 30"
- Mark Andy 4150-20"
- Mark Andy 2201 7" & 10" for UV inks
- Comco Cadet 10" paper fountain
- Comco Captain 10" (45 degree drain spout) paper fountain
- Driptrays for Webtron 1125, 1050; Mark

Andy 4120, MA4150 all sizes; Rotopress 10 & 13"; Arpeco presses;

Several new tailored paper liner and drip tray systems for various sized presses.

(Call us about your press. We may have products or will make one for you!)





(4) Space for printed labels

(5) Rewind keeps up

(6) Packaging/shipping keeps up

If the buffer is full, everyone focuses on squeezing more production out of the press.

(3) 2 press operators reduce set-up time

In a short-run environment, set-up time often dominates run time. A second operator helps reduce the time necessary for set-up, thereby increasing the time available to run additional jobs. The operators are measured on their hours of utilization of the press and their performance to schedule. The objective is to run the plant to the "drumbeat" of the press. The press is the "drum", and the schedule sequence is the "drumbeat".

(4) Space for printed labels

In a flowline, or in a just-in-time environment, space is often not available between steps in the process. At West, the objective is to keep the press running. So a small space is reserved for job accumulation in front of the rewind table.

(5) Rewind keeps up

There is always more rewind capacity than press capacity available so that jobs flow rapidly through the line. If the job is "multiple-out", it flows to an adjacent line with an appropriate rewind/slitter.

(6) Packaging/shipping keeps up

Similarly, there is also more packaging/shipping capacity than press capacity so that jobs flow rapidly through the line. To make sure that orders go out on-time, there is also a "shipping buffer", which means there is an additional time period available in case there is a problem with a job, or if there is an unexpected delay in the schedule.

FOR MORE INFORMATION

If you are interested in more information about the improvement process West uses, pick up an easy-reading novel called "THE GOAL" by Eli Goldratt. You may also contact Brad at 1-303-388-5821.

Brad Stillahn, President says "the use of the DIP Co. Quick Change disposable ink fountains is an important ingredient in their more profitable status as well as an improved overall cleaner environment for West Label Company." He highly recommends the use of them for all flexo printing jobs.

Theron Johnson, DIP Exec. said upon completing the interview, "many companies could learn and benefit a lot from using the systems being installed at West." Congratulations to Brad and the entire West Label Company staff for being a "model company"!

New Products Specials

DIP Co. New Product Specials: Introductory specials on all new products. See the list of new products in this issue.

Through February 1998, by purchasing 3 stainless steel metal retainers for these new product presses at the regular price, you will receive a fourth retainer free of charge.

Also, on your first order, by ordering two or more cases of liners for any new products you will receive a 5% discount off the list price.

1998 DIP Product Planning



Dr. Mert Johnson,
Vice President

DIP Co. is presently working on plans to complete several new and modified products during 1998. Should you have thoughts about any DIP Co. products that you are now using or some not available to you as a standard product that you would like us to consider, please contact Dr. Mert Johnson, Vice President or any of the DIP Co. Sales Representatives as soon as possible.