



Case Study: Employees and Managers Team Up to Make Lean Gains

Onset

HOBO Data Loggers

Website:

www.onsetcomp.com

Industry:

Technology, Electronic
Inspection & Monitoring
Instruments
Manufacturing

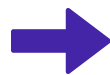
Employee Count:

130



About Onset

Onset Computer Corporation, located in Bourne, Massachusetts is a privately held manufacturer of data loggers and weather station products. More than 2.5 million Onset products are in use today, serving a broad range of monitoring applications, from verifying the performance of green buildings and renewable energy systems to agricultural and coastal research. From its birth in a barn on Cape Cod in 1981, Onset has enjoyed steady growth and today the company employs 130 people in engineering, operations, and administrative roles.



About the Training Engagement

With the help of a Massachusetts Workforce Training Fund grant GBMP helped them secure, Onset began learning and applying lean thinking and methods under the guidance of Ron Pujalte, GBMP Continuous Improvement Manager/Master Black Belt. Several employee teams have worked together on everything from 5S to Value Stream Mapping to Standardized Work and Kanban. Changes touched both production and administrative processes and Onset employees proudly showed off their many improvements during a GBMP members only plant tour.

Onset's Director of Operations, Mike Washkevich, had this to say about his team's improvement efforts; "the days our people spent learning from and working with Ron were great. After the two-day Kanban system event, for example, there were a lot of smiling faces as the team looked around at their new layout and the simple, visual kanban system they had created. We also benefited from cross-functional teams mapping and improving some of our key administrative processes. And I couldn't have been prouder on the day our employees got to show off their improvements during the GBMP tour. We know there is always more to do with lean but we definitely see the positive impact it is having on our business, our customers and our employees."

Employees and Managers Team Up to Make Lean Gains(cont.)



Strategy and Goals

Ron Pujalte, Onset's lean trainer and coach, pointed to another key contributor to the company's early successes; "Mike, Justin (Onset's President), and others on the management team were actively involved from the beginning and quickly saw the importance of providing support for and following up on the action plans and new systems that were developed by the lean teams."



The Final Results

"This is so important if you want to win the trust of employees and sustain forward momentum over time. The most successful lean companies recognize that it takes more than applying a few technical tools to develop a solid improvement culture, and I thank the folks at Onset for letting me coach them in the management aspects of lean as well as the technical tools." - Ron Pujalte GBMP



130 receiving hours saved



70% cut in product returns



20% increase in production & productivity



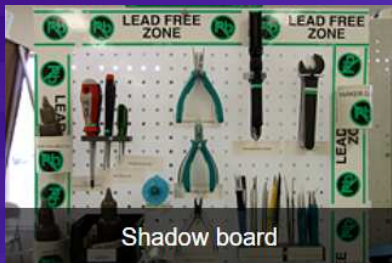
New Kanban System ensuring parts availability & increase in inventory turnover



5S zones and workplace organization standards to sustain the program over time.



Kanban system



Shadow board



Process Mapping



Single piece flow