

## Case Study

# SMED Production Improvement

Five S (5S) stands for sort, set in order, shine, standardize, and sustain. This method results in a workspace that is clean, uncluttered, safe, and well-organized, which can help reduce waste and optimize productivity. The approach is designed to help build a quality work environment—physically and mentally. 5S achieves “a place for everything and everything in its place.”

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<b>Customer</b>	G & J Greenalls Ltd
<b>Profile</b>	<p>G &amp; J Distillers wins the International Spirits Challenge “Gin producer of the year” 4 out of the past 5 years. Greenall’s Gin continues to drive double digit growth year-on-year and performs ahead of the total category globally.</p>
<b>Challenge</b>	<p>All the staff at Greenalls had been asked to reduce product changeover times as an objective on their appraisals but not many people knew how to go about this. The challenge was to introduce the concept of Single Minute Exchange of Die (SMED)</p>
<b>Solution</b>	<p>Through hands-on, “Learning by Doing” the bottling plant operatives, shift leaders, maintenance personnel and fork lift truck drivers were shown methods for:</p> <ul style="list-style-type: none"><li>• Measurement methods of product changeover times.</li><li>• Methods for identification of internal and external elements.</li><li>• Shown how to move external elements to external.</li><li>• Then worked on shortening internal changeover elements.</li><li>• The final step in the change process was to shorten external elements.</li><li>• The importance of standardization and maintaining new procedure.</li></ul>
<b>Key Interventions</b>	<p>OLC developed training jigs, rigs and fixtures to demonstrate new ways of working to all the participants. The investigations on how to implement practice took place on the actual bottling lines. The key goal of these OLC SMED demonstrations, interventions and training was to complete as many steps as possible while the equipment was still running (bottling), to save time and quickly change over to processing the next product – in this case from Gin, to Vodka and to Exotic Spirits.</p>
<b>Benefits</b>	<p>SMED was successfully implemented in two bottling plants where quick transitions between different bottle sizes and beverage types are critical. By preparing changeover parts in advance and using automated systems for adjustments, changeovers that once took over 4 hours or more have been reduced to less than 10 minutes.</p>



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### Company History

Greenall’s founder Thomas Dakin began distilling his original gin, at the age of 25, and founded what would become the oldest gin distillery in England. The Dakin family leased, in the 1860’s, their distillery to Gilbert and John Greenall and was purchased by them ten years later. Today it is one of the world’s largest Gin distilleries and spirits bottling plants.