

BRADY HELPS KIMBERLY CLARK TRANSFORM THEIR CHEMICAL PROCESSING AREA WITH VISUAL MANAGEMENT A VISUAL MANAGEMENT WORKSHOP SUCCESS STORY



About the Customer: Kimberly-Clark Corporation

Kimberly-Clark is a world-leading manufacturing company that provides its customers in more than 175 countries with the essentials for a better life. Every day, nearly a quarter of the world's population trust K-C's brands and the solutions they provide to enhance their health, hygiene and well-being.

The company opened a facility in Maumelle, Ark. in 1990 with a mere 30 employees and one asset. Today, this 359,000-square foot facility is the company's sole producer of its well-known HUGGIES® Baby Wipes, the leading baby wipes brand in North America.

According to facility manager Kirk Linna, the plant's tremendous growth and advancement can be primarily attributed to a two factors: a focus on productivity improvements, and continuous capital investment.

To solidify and sustain its continuous improvement initiative, the plant identified a need for a standardized system of visual management. Consequently, Kimberly-Clark began a series of engagements with Brady's Professional Services team. One of Brady's Lean Practitioners was assigned to facilitate a **Visual Management Lean Workshop**.



Kimberly-Clark Corporation, Maumelle, Arkansas Mill

Scope and Objectives of the Workshop

To get started, Brady met with the facility's Total Productive Maintenance Coordinator and Continuous Improvement Leader to discuss the initial scope of the project. They selected the Chemical Processing area as the focus area for an initial workshop.

Following a physical assessment of the area, the team outlined the following workshop objectives:

- Improved safety, equipment and process visuals
- Creation of standard facility marking conventions
- Employee training on visual concepts and best practices

Active Learning and Practical Application

The first day of the 3-day workshop included participative classroom instruction that introduced the team members to the principles of visual management. The teams also spent time in problem-solving activities that taught them how to identify the gap, or problem, between the current state and the ideal state (i.e. "what should be happening").

Because this workshop encompassed both safety and process visuals, two teams were formed to achieve the objectives.

After the classroom instruction, the teams proceeded to the floor with cameras and clip boards; they were challenged to identify visual abnormalities throughout the focus area. If visual abnormalities were detected, team members took "before" photos to document the current state.

Meanwhile, Brady established a "visual output workstation" in the heart of the focus area. The workstation included a versatile printer and an extensive variety of label and signage materials. Each team member would bring their requests for visuals back to the workstation. As quickly as the requested visuals were completed, team members would return to the area and affix labels or hang instructive signage.

During the event, the teams recognized that multiple standards existed for redundant safety scenarios, including fire extinguishers and eye wash stations. With facilitator guidance, the teams decided on plant-wide standards for repetitive safety stations. All transformations, both process and safety, were documented with "after" photos by the end of day two.

A Successful Visual Transformation

On the third day of the workshop, the teams assembled a slide presentation of the “before” and “after” photos in preparation for a managerial report-out. A large visual was created and placed at the entrance to the chemical processing area denoting the chemicals that were present and the PPE that was required. Several presenters were identified among the team members to share the transformation success story with management.

One participant noted that Brady’s collaborative workshop approach was a key to the team’s success.

“You helped us learn, and listened to us before we implemented the transformation,” he said. “Your team interacted and worked with the members of the KC team to make the experience a joint effort.”

The workshop concluded with a Gemba walk to demonstrate the visual transformation to management. The transformation was evident to all who participated in the walk.

“We’re onto something big here,” said Linna. “Engagement is key. Teams appear to see the benefit. We’re a value-stream, lean, TPM facility... so this is a good, real-life example of how Brady can assist with a service of this type.”

To learn more:

To learn more about Brady’s Visual Management Lean Workshops and other Brady professional services, visit www.BradyID.com/services or call Brady Inside Sales at 1-888-311-0775.



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