

- The purchasing agent responsible for buying the glue claims that they were not given good specifications for the glue and therefore relied on the recommendation from the supplier as to which glue to use.
- The marketing people claimed that the toy market is so competitive that they need to get a toy to market quickly, especially given that the life cycle of the average toy is very short.

Cheryl needs your help. Specifically, develop answers to the following:

Assignment

1. What are the underlying problems here? Try to be as specific as possible.
2. What is the best solution for these problems? Again, try to be specific.
3. Suggest how continuous process improvement techniques could be applied to the problems.

CASE STUDY 14.1

Cheryl Franklin, Production Manager

Cheryl Franklin had been successful through a variety of Toy Company for only a few weeks. She started to suspect if her production had really been a good thing. She had discovered that production was falling behind on one of their newest toys. The plant had spent a lot of resources on the toy and the demand that had been created was not being met by production.

Cheryl decided to try to investigate the problem and try to get the production volume back on track. Various ways she found that almost everyone ignored. Neglecting maintenance.

The toy in question was one of those plastic water guns popular in summer and using parts. Water is held in a reservoir and then as it is pumped into the gun, about fifty large amounts of water to be used about 10 seconds.

Cheryl knew that the slowest part of production line that she was using to produce the toy should be able to produce one every 3 minutes, and she also knew that the demand was only about one every 3 minutes. When she started her investigation she was sure, however, she found that assembly was averaging only one toy every 10 minutes. Assembly maintenance had a good maintenance history. He was that they didn't have the inventory to work on. They were getting the water pump being replaced from suppliers every 3 minutes, or they were maintaining the line in their assembly area.

When Cheryl went to the maintenance area, she discovered that there was a lot of work that was to be replaced. The inspection assigned to the parts appeared to be too hard, but obviously that was the problem.

Cheryl talked to the quality manager and got some more information. He said the quality manager. "Look, we need to get these parts through water inspection. If a check group we need to use the fact they are designed to let water out of the through a relief valve. Unfortunately, a lot of the water have accidentally passed. If one of those bad tanks get on a way that the tank is built to require before the valve releases. That requires could start pieces of plastic flying. The last thing we want to have some stuff get injured with flying plastic. We find that we have a number of that, that the object near the gluing of the water has been leaking out of it. It's not good."

Cheryl continued her investigation and then tried the following:

- The inspection of the production area where the glue was applied claims the way used to spread the glue will either stop, and every time it works, the glue will only apply one inch.
- The maintenance people in charge of the gluing machine, claim the machine wasn't well maintained. The glue dispenser is not covered by the application and the glue is too thick for the type of application.
- The engineer in charge of the design and the design of the glue dispenser claim the toy was not designed well. The design was actually that they did not know that in some people didn't notice they were intended to use an old one that was originally designed for a different application.