

**AVON MANUFACTURING** – *A high quality producer of large metal molds for concrete form manufacturers. They have welding, painting, large metal sheers and forming machines.*

Avon is part of large corporation functioning as a high quality dependable, service provider to sister companies. Avon is not permitted to “sell” molds to other companies in the open market place; the parent company wishes to retain and protect Avon’s superior mold technology. As of late, however, new low cost fabricators entering the market are making it more difficult for Avon to defend the price differential inherent in their superior quality designs. Avon contacted LEAP to help them revive their processes to become more competitive in their industry.

LEAP facilitated a senior management team helping Avon achieve the following results:

- **Value Stream Map (VSM)**- The first step was to create a high-level value stream roadmap. This allowed the company to understand, measure, and improve the flow and interactions of all the associated tasks affecting cost, service and quality.
- **Lean Product Development** - Determined that a more cost effective mold design for a major product line was required to remain competitive. Agreed on design changes and began incorporating creating a 25% reduction in materials and labor.
- **Visual Workplace** – Trained a team and initiated a 5S implementation program creating a 30% reduction in floor space. The 5S implementation team continues to meet weekly.
- **Lean Information Management** - Found ways to streamline purchasing with current Axapta software that reduce paper flow.
- **Lean Culture** – Charted a Continuous Improvement Project Team to continue to move all projects forward. Held an “all hands” session to introduce the lean team, discuss future Lean objectives, and engage all employees to participate in the new Lean initiatives.
- **Sales** – Keeping within corporate limitations on outside sales, a new internal marketing plan was created to publicize the new cost effective product line and bring awareness of Avon quality and Return On Investment (ROI) to corporate clients.