



## Client Profile:

For over 30 years, Emerson's world-leading Micro Motion Coriolis flow and density measurement devices have set the standard for reliable, repeatable, high performance measurement. With industry-leading technology, the widest breadth of products, and unparalleled application expertise and support, Micro Motion products deliver unbeatable performance and value for customers across a variety of process industries.

## The Challenge:

Customers expect Micro Motion products to be high quality and extremely reliable. Fabricating stainless steel components into flow meters requires complex welding processes, very tight tolerance machining work, expertly cleaned surfaces and accurately assembled wiring of measurement devices to achieve the world famous 99.999 accuracy these flow meters deliver. And the processes have traditionally been serial, and lengthy lead times.

## The Improvement:



To address the challenge, Bob supported several departments in the organization to improve planning, scheduling, shop floor batch control, inventory flow and Kanban controls, and training employees on tools developing the skills needed to lead Kaizen Blitz events with the Micro Motion team. The goal was to reduce inventory and lead time while maintaining the high-quality product performance customers expect.

## The Results:

The results of the project have been impressive. Many process changes took place as a direct result of Kaizen teams redesigning their workflows. The challenge was to plan and build the many end item configurations having a long lead time. After Lean processes were introduced, Kanban systems were implemented, rate-based mixed model scheduling was introduced. The biggest gain came when the Kaizen team implemented postponement on the flow meter production. That allowed 100% of the WIP inventory in the factory to support any customer order using Postponement strategy for order fulfillment thereby insulating customers from variations in production flows. Customer orders could now be filled in about 4 hours instead of the 7 days. By allowing for the customer specific configuration to be completed at the end of the process, the Finished Goods inventory was reduced by more than 45% even while sales volume was increasing 10% YoY.

***“Bob’s leadership on the five principles of lean and the systematic elimination of waste was instrumental in arriving at better than expected improvements.” – Gene Perkins, President***