



Success Story

www.mastercraftindustries.com

Mastercraft Cleans House and Goes Lean

Profile

Location: Rice Lake, Wisconsin
 Headquarters: Rice Lake, Wisconsin
 Years in Business: 60
 No. of Employees: 260

Products: Privately owned manufacturer of *Holiday Kitchens* special-order, custom-designed kitchen and bathroom cabinets; one of the top ten custom cabinet manufacturers in the U.S.A.

NWMOC Projects: 5S events and Value Stream Mapping



Typical Workstation Before 5S System

Situation

“Over the years we have collected a lot of clutter on the manufacturing floor,” commented Matt Daniels of Mastercraft Industries, which operates a 60-year old factory. The realization soon occurred that Mastercraft needed to incorporate Lean principles with their processes and “clean house.” Mastercraft had worked with NWMOC Project Managers a few years ago on some flow projects, so they returned for help with 5S projects and additional Lean initiatives.

Project

Project Managers from NWMOC conducted three Lean 101 on-site workshops as well as Lean Tools for the Office. A critical starting point for any lean initiative is to complete the 5S system in work areas to Sort (remove all unneeded items); Set In Order (set limits and create temporary location indicators); Shine (clean everything); Standardize (implement visual displays and controls); and Sustain (maintain 5S through training and total employee involvement). After completing more than 30 5S projects, two set-up reductions, and one Value Stream Map, Mastercraft Industries reports positive, measurable impacts. “Our competition tries to beat us on lead times and cost, which is why the Value Stream Mapping was so helpful,” according to Matt Daniels. “We are now focused on implementing 5S throughout the factory.” Inventory levels at workstations have been reduced from weeks’ and months’ worth to just 5 day’s worth. And, the employees appreciate their cleaner and safer work environment.



Workstation After 5S Implementation

“NWMOC is very effective. They bring real-world experience but remain flexible enough to apply lean principles that are customized for our business,” noted Matt Daniels, Lean Facilitator at Mastercraft Industries.

Results

- Reduced two set-up times by 50%
- Increased production time
- Decreased floor space requirements by 15%
- Reduced order processing time from 16 days to 4.25 days (73%)
- Improved employee morale