

## ADVANCED DRAINAGE SYSTEMS IMPROVED SAFETY, QUALITY, CUSTOMER SERVICE AND COST WITH HELP FROM LEAN FOCUS.

### PROBLEM/ SITUATION



THERE WAS A LOT OF VARIATION AND WASTE IN OUR SYSTEMS."

**A**dvanced Drainage Systems is the leading manufacturer of high-quality, durable products built to provide innovative stormwater management solutions. From pipes, fittings, chambers, and basins, the company continually enhances its products to advance the world's water infrastructure.

At its 52 manufacturing locations and 30 distribution yards, Advanced Drainage Systems essentially operated with a "hero culture." It was an organization that was run by a group of hard-working, highly talented "heroes" on sheer strength, will, and knowledge.

"Every location did things differently," said Darin Harvey, Executive Vice President of Supply Chain Operations at Advanced Drainage Systems. "Due to the lack of standard business processes, there was a lot of variation and waste in our systems."

### SOLUTION

LEAN FOCUS HELPED DEVELOP A STRATEGY DEPLOYMENT PROCESS, AND CONDUCTED TRAINING AT SEVEN FOCUS SITES.

**A**dvanced Drainage Systems brought in Lean Focus to help the organization improve operations in the areas of safety, quality, customer service, and cost. To accomplish this, Lean Focus helped develop a strategy deployment process and conducted training at seven focus sites, which have been labeled "Centers of Excellence."

The training covered topics that included problem-solving, value stream mapping, and daily management. Lean Focus also conducted targeted kaizen activity, such as setup reduction on Advanced Drainage Systems' critical machines to increase capacity. Another kaizen concentrated on 3P (Production Preparation Process) to improve the packaging methods of Advanced Drainage Systems' bulk product handling, storage, and retrieval processes.

Lean Focus' talent search team also performed targeted recruitment and helped Advance Drainage Systems source plant managers and continuous improvement managers.

**“THE POSITIVE ROI IS FAR OVER AND ABOVE THE COST OF ENGAGING LEAN FOCUS. WE EXPERIENCED A RETURN ON INVESTMENT THAT'S PRETTY SIGNIFICANT. WE EXPECT TO BE A BETTER, MORE SUSTAINABLE ORGANIZATION IN THE LONG TERM.”**

**DARIN HARVEY**

Executive Vice President of Supply Chain Operations, **Advanced Drainage Systems**

## RESULTS



WE ARE REALLY STARTING TO EXPERIENCE SOME MOMENTUM NOW."

**76%**  
IMPROVEMENT IN CUSTOMER SERVICE LEVELS

Customer service has improved substantially. "We are really starting to experience some momentum now," said Darin. "Year over year, our customer service levels improved by 76%."

**15%+**  
INCREASE IN PRODUCTIVITY

The overall improvements in productivity have been significant. "We had a 16% improvement year over year in downtime," said Darin. "Also, our pounds manufactured per head has improved by over 10%, and our production rate has improved by more than 15%."

**12%+**  
REDUCTION IN SCRAP RATE

In operations, the company realized a 12.5% improvement in scrap rate. "That represents a considerable cost saving for us," said Darin.

## SETUP REDUCTION KAIZEN | PIPE EXTRUDER

KPI	PRE-KAIZEN	GOAL	KAIZEN ACTUAL	%Δ
Die Swap	9 hours	3 hours	3 hours	67%
Mold Swap	5.5 hours	3 hours	3 hours	46%
Startup Time	15.5 hours	9 hours	8.5 hours	45%

