

## ANALOG DEVICES, INC. BOOSTS PRODUCTIVITY TO DOUBLE-DIGIT HIGHS THROUGH CONTINUOUS TRAINING

### ABOUT ANALOG DEVICES INC (FORMERLY LINEAR TECHNOLOGY).

Analog Devices, Inc. is a world leader in the design, manufacture, and marketing of a broad portfolio of high-performance analog, mixed-signal, and digital signal processing (DSP) integrated circuits (ICs) used in virtually all types of electronic equipment by over 100,000 customers worldwide. These signal processing products play a fundamental role in converting, conditioning, and processing real-world phenomena such as temperature, pressure, sound, light, speed, and motion into electrical signals to be used in a wide array of electronic devices.

**THE CHALLENGE.** After eight years of training, which included Kaizen events, TWI, and LECP training, Analog Devices, Inc., continued to incorporate more complex processes than ever before in an on-going attempt to improve cycle time and yield of product. Despite this, the company continued to experience some unpredictable results and sought more stability in those areas. The management team recognized that by training all of their employees, they could ultimately reduce wasted energy and time.

**MEP CENTER'S ROLE.** Analog Devices, Inc. reengaged with the Impact Washington, part of the MEP National Network™, team in 2018 for on-site training of all employees in Toyota Kata to provide a consistent way for the entire company to think and approach work issues. Kicking off with a two-day on-site training class, the consultant then returned for a follow-up 15-day session. Impact Washington provided a consultant to train employees of all shifts (day, night, midnight). By incorporating a “coaching aspect” to the contract, they helped educate employees and build confidence in using the tools, while implementing a more common approach to all processes. Since the completion of their training, the company has been rolling out the Kata approach as a method of continuous improvement for all internal projects regardless of size. Everyone now enlists the same terms and languages to address identified issues and recommended solutions. Analog Devices, Inc. has since requested four more sessions of coaching and training.

**"Working with Impact Washington for nearly a decade has been beneficial and exciting. It has elevated our manufacturing metrics to world-class standards, while creating an avenue for personal enrichment and job satisfaction. One of our proudest achievements has been creating a culture of relentless continuous improvement within all roles. With the guidance of Impact Washington, we have significantly improved our manufacturing process and we are excited to see the future using the skills we have developed."**

-Eric Simmons, Manufacturing Operations Manager

## RESULTS



Improved productivity by **30%** and doubled line speed



New Kanban scheduling system implemented throughout the entire factory



Created lean champions among employees, spreading knowledge



Increased employee empowerment, engagement and problem solving



Toyota Kata method applied to **55** new internal projects on the production floor in the last year

## CONTACT US



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