

LEAN MANUFACTURING TECHNIQUES LEAD TO STREAMLINED ROLL CONVERSION PROCESS

ABOUT DURO-LAST ROOFING. Duro-Last Roofing© Inc. opened in 1978 as a manufacturer of pool liners and roofing systems. Since then, Duro-Last has grown to develop custom prefabrication methods and specialized equipment that enables them to complete nearly 100% of difficult roof details and up to 85% of field seams under ideal factory-controlled conditions. Due to their ongoing success, Duro-Last is now known worldwide as the world's largest manufacturer of custom fabricated roofing systems. DuroLast employs 280 at their Saginaw, Michigan, location.

THE CHALLENGE. Duro-Last Roofing© Inc. reached out to Michigan Manufacturing Technology Center (MMTC), part of the MEP National Network™, asking for assistance in their roll conversion process and accessory department. After various fact-finding meetings to better understand what Duro-Last was experiencing, MMTC suggested addressing the roll conversion, where weekly demand was outpacing the conversion process. Since the demand was outpacing the conversion, this led to an area of "set-aside", which was an area of built-up work in progress (WIP).

MEP CENTER'S ROLE. To address this issue, MMTC suggested an eight-day approach to include value stream mapping, Kaizen facilitation, and other consulting and mentoring discussions. First, a value stream map allowed Duro-Last to obtain a baseline of timing, numbers, and current efficiencies. After the current state, the future state model helped guide team members on what to tackle first: the converter.

"We found a great deal of usefulness in the value stream mapping portion, which helped operators understand where they could find ways to eliminate waste. Additionally, I was pleased that we were able to do two Fishbone diagrams, which facilitated a better understanding of problem solving for the operators. Overall, both Kaizen events were instrumental in mentoring employees who have not been exposed to Six Sigma Tools."

-Bill Sobczak, Continuous Improvement Specialist

RESULTS



Decreased changeover time by **50%**



Streamlined converter efficiency by 25-30%



Reduced scrap by **5%**

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