
Contents

Preface	ix
Acknowledgments	xiii
About the Author	xv
1 Introduction	1
Definitions.....	3
Changeover.....	3
The 3 Ups	4
Changeover Time	7
Downtime	7
Quality	9
Importance of Changeover	10
Pit Stops.....	12
History of Changeover.....	14
Tactic or Strategy?.....	16
The ESEE Concept	17
2 Changeover Costs	19
Knowing Your Costs Is Critical.....	19
WIIFM.....	20
Tangible Costs of Changeover	22
Lost Production	22
Lost Capacity	23
Reducing Changeover Times Creates Additional Capacity	23
Impact on Inventory.....	23
Labor Costs.....	26
Product and Material Losses	28
Intangible Costs.....	28
Response to the Customer	28

	Capacity Utilization	29
	Quality	30
	Stress on People, Machines, and Systems	30
	Reduced Innovation	30
	Conclusion.....	31
3	Standard Operating Procedures	33
	Cleaning Is Inspecting	39
	Graphical SOPs.....	41
	Writing the SOP	42
	Electronic SOPs	45
	Conclusion.....	47
4	Eliminate.....	49
	Product Design.....	49
	Documentation.....	52
	Quality Clearance.....	52
	Schedule Production Weak to Strong.....	53
	Building Design.....	54
	Separate Clean and Dirty.....	55
	Don't Clean Unused Equipment	55
	Batch Versus Continuous Processing	55
	Label Position	56
	Cam	58
	Ladders	59
	Quick Connectors	60
	Pucks	62
	Servo Motors	64
	Machine Covers.....	65
	Eliminate Conveyor Rail Adjustment.....	66
	Multiple Photoeyes.....	67
	Kit Manufacturing	68
	Preset Timing Adjustments	69
	Movable Motor Mounts.....	70
	Sprockets and Gears	71
	Conclusion.....	73
5	Simplify	75
	Smooth Surfaces for Cleaning.....	75

Washroom	77
Drying	80
Conveyors	84
Machine Cabinets	86
Clean-in-Place	86
Pigs	87
Tools	88
No Tools	90
Hand Knobs and Levers	92
Quick-Acting Knobs and Levers	93
Spring-Lock Collar	95
Pins	96
Snaps	98
Magnetic Locking	99
Vacuum Mounting	99
Toolless Plunger Mount	100
Quarter-Turn Fasteners	101
Tool Changers	102
Toggle Clamps	103
Conical Cylinder Locks	104
Interrupted Threads	105
Slots and Keyholes	106
C Washers	108
One-Touch Guide Rail Adjustment	109
Single-Point Adjustment (Double Lead Screw)	112
Captive Washers	113
Unitary Lane Spacers	114
Asymmetric Parts	115
Scissor Jacks	115
Changepart Identification	116
Conclusion	117
6 Externalize	119
Material Handling	120
Changepart and Tool Handling	122
Standardized Components	129
Pre-heating	130
Duplicate Components	131
Clean-in-Place	136

Dual Rollstands	137
Testing	139
Conclusion.....	140
7 Execute	141
Speed.....	145
Positioning.....	146
Scribe Marks	146
Scales	147
Gauges.....	152
Thickness Gauge	152
Leaf Gauge.....	155
Digital Indicators	156
Micrometer Adjusters.....	159
Adjusting Stops and Jacking Screws.....	160
Use the Force	161
Conclusion.....	162
8 Develop and Implement a Program.....	163
Process or Project?	164
Forming the Team.....	166
Starting the Team	169
Who Performs Changeovers?	171
Getting to Work	174
Conclusion.....	177
Appendix.....	179
Index	183