

Seeing Is Believing



Key to the turnaround at Snap-on's Murphy, NC [power tool plant](#) [1] was instilling a clear path outlining what these continuous improvement strategies were targeting, and where they would lead the facility. Below are the steps Rob Hartman, the director of manufacturing at the Murphy plant, put forward as necessary for transforming operations:

1. **Vision:** Snap-on wants to create an enduring manufacturing footprint in Murphy, NC with a world-class facility specializing in a broad range of power tools in relatively low individual volumes.
2. **Strategy:** This 3-step process includes: benchmarking through training and learning from other world class operations; linking processes by broadly reorganizing to best optimize individual work cells, plant layout, and visuals; optimizing processes by going from a macro view to specific work cells.
3. **Engagement:** Implement merit-based compensation, offer an associate suggestion and lean rotation program, hold Kaizen events and mini Kaizen programs.
4. **Execution:** Post the plan, measure results, and take corrective action when goals are not met.

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[1] <http://www.impomag.com/scripts/ShowPR~RID~10034.asp>