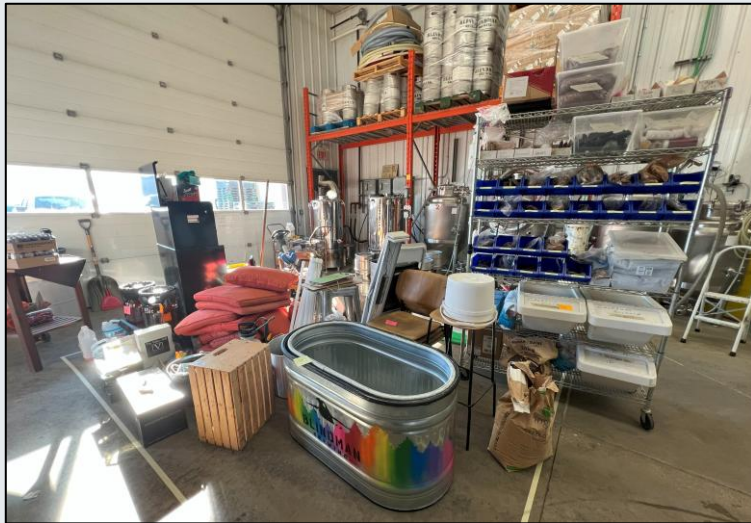


Case Study: 5S Transformation

Brewing Lean Excellence: 5S for Brewery Operations



5S Red Tag Activities

The 5S Transformation began with a Red Tag Activity to sort out unnecessary materials from the brewery workspace, including those that needed improved organization and those that were considered scrap.

- Disorganized toolbox and shelving unit
- Seasonal use materials from the patio
- Obsolete and unused brewery tools & equipment
- Buckets that were cracked and missing handles
- Expired brewing ingredients (malt, hops, etc.)
- Construction materials leftover from the recent Taproom renovation – including a kitchen sink!



Blindman Brewing is a craft brewery located in Lacombe, Alberta making 8,000 hL of beer each year. As the Brewery entered their tenth year of operation, the brewery's workspaces had become disorganized and cluttered, impacting their staff's productivity and the brewery's operational efficiency.

Blindman made a strategic investment in their future by undergoing a Lean 5S Transformation to optimize the use of their work and storage spaces.

They partnered with Engineering Possibilities to complete their 5S Transformation, aiming to reduce clutter, increase productivity, and improve operational efficiency. Over 5 days, the brewery transformed to become an efficient and highly organized work environment, supporting the continued growth and success of their operations.



Sort – Remove the clutter

Straighten – Everything in place

Shine – Clean and polish

Standardize – Create processes

Sustain – Continuously improve



Inefficient Processes

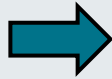


Congestion & Chaos

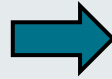


Low Productivity

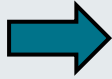
BEFORE



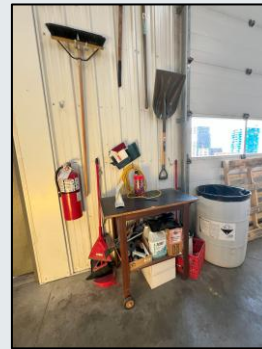
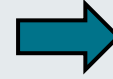
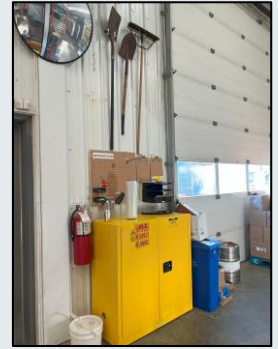
The 5S Team removed all the unusable buckets from the brewing area (broken, cracked, missing handles, etc.) and reorganized the Brewers' Desk to optimize workflow and minimize motion waste.



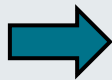
The black toolbox was emptied, cleaned and reorganized using Kaizen foam to optimize tool storage. Old or broken tools were disposed of, and several new tools were purchased. The 5S toolbox was relocated to the new workbench area.



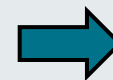
The malt storage shelf was organized by type using bins, moved up off the floor, and expired malt products were removed from inventory.



The shipping area was reorganized using a peg board and storage cabinet, other materials were removed from the work area.



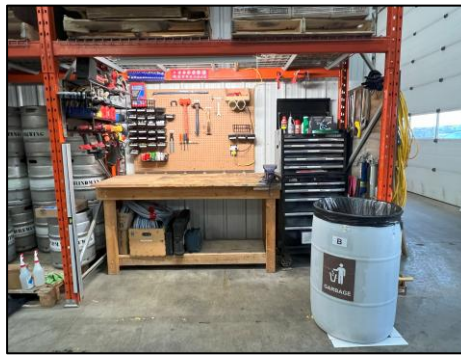
The Janitor Closet space was optimized to hold the cleaning supplies and equipment for the brewery while maintaining a functional space.



The office hallway was transformed from a dumping area to a neatly organized storage area for hardware and maintenance supplies.

In just five days, Engineering Possibilities' informative and hands-on training helped our brewery significantly streamline and organize our production space. More importantly, they helped instill a lasting mindset shift that will drive us to continue improving in the future. Blindman would highly recommend Engineering Possibilities to anyone looking to learn more about Lean Six Sigma and 5S, and to make meaningful changes to their process.

- Dave Vander Plaats, Brewery Owner



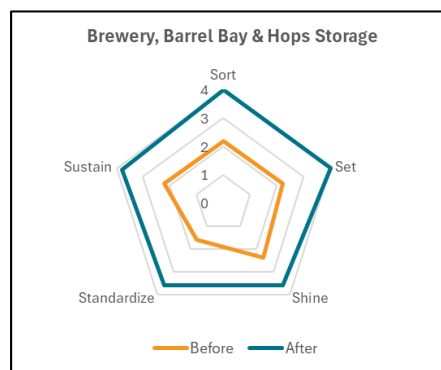
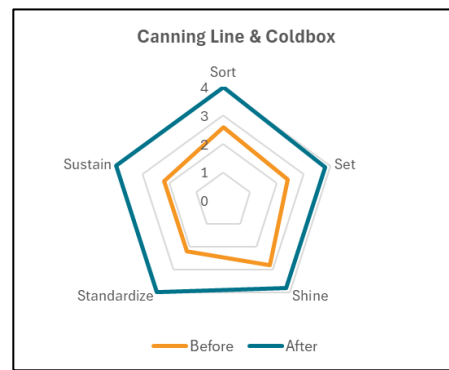
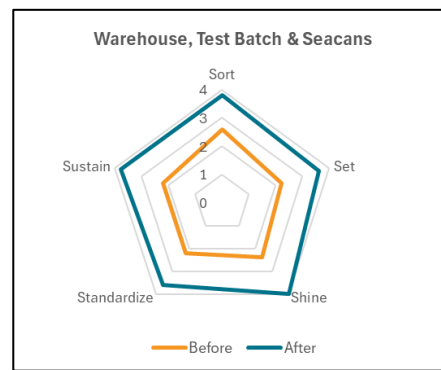
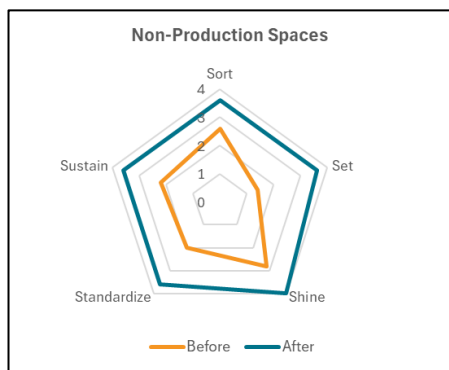
Additional improvements implemented during the 5S Transformation included:

- Created a dedicated storage area for Canning Line supplies in the Warehouse and setup a Kanban system for PakTech and can lids at the Canning Line
- Created a colour-coded system for managing the QC beer samples using a different colour of PakTech for each month of beer production
- Setup a dedicated workbench space with tools organized with Kaizen foam
- Marked a designated parking spot for the forklift and installed new lighting
- Installed peg boards with tools and PPE at the Point of Use throughout the brewery



5S Transformation Highlights

- The brewery staff participated in Lean 5S training that included hands-on work activities to apply the 5S concepts to their workspaces
- Teams developed comprehensive 5S Audits for specific work areas, created a monthly audit process led by employees
- Created a dedicated 5S Red Tag Area and Management Process for ongoing workspace optimization in the brewery led by their Lean Steering Committee
- The success of the 5S Transformation was fueled by Blindman's leadership commitment and participation in the 5S activities, including the purchase of \$4k+ worth of organizational supplies, tools, and equipment
- The 5S initiative inspired an increase in employee ownership and Lean mindset
- Audit results from before and after the 5S Transformation resulted in a 67% improvement in workspace organization



Area	5S Audit Scores		
	Before	After	% Improvement
Brewery, Barrel Bay & Hops Storage	53%	95%	79%
Canning Line & Coldbox	61%	98%	61%
Warehouse, Test Batch & Seacans	58%	94%	62%
Non-Production Areas	55%	92%	67%
Average Improvement:			67%

Fulfilling Lean Possibilities

www.engineeringpossibilities.ca

