

Case History 01

Lean manufacturing

Lead time reduction and
variance stabilization

Introduction

The target of the company was to improve the service level to the customers in particular way in relation to these aspects:

- Improving the delivery time with a reduction of the lead time from 10 to 3 day
- Stabilization of the delivery time variation from 9 to 1 day

Operating area

The operating area started with a focus in a workstation called “Prototype lean workstation”, with a target to extend the project to the all shop floor

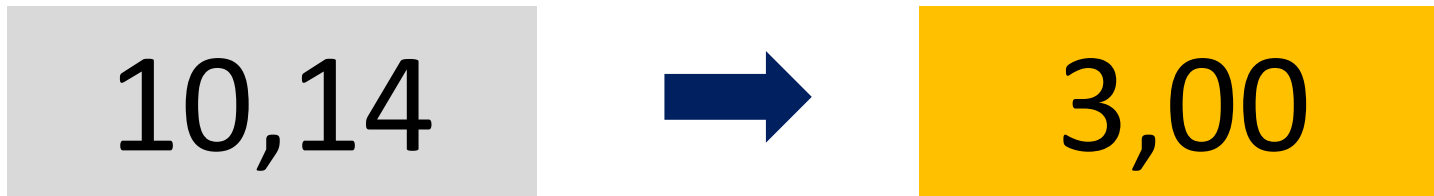
The goals in the prototype lean workstation, were to be achieved in 3 months.

The prototype lean workstation, must work in a shop floor were was implemented an MRP software.

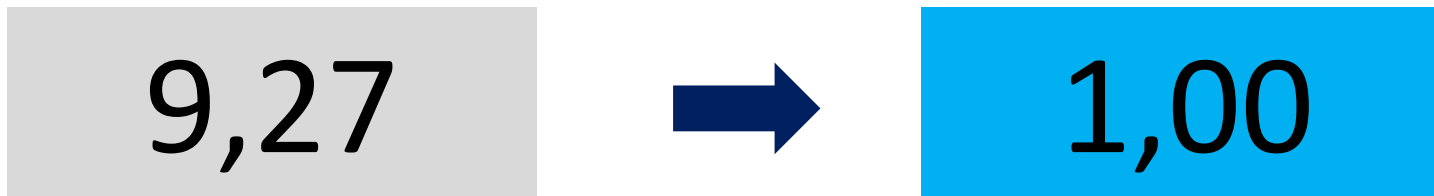
The main actions were focusing on: Layout re-design of the workstation, identification and KPI monitoring, Visual management tools for production planning and controls, pacemakers identifications and implementation of a pull system.

Considering the family product selected to start the lean project

KPI Lead time

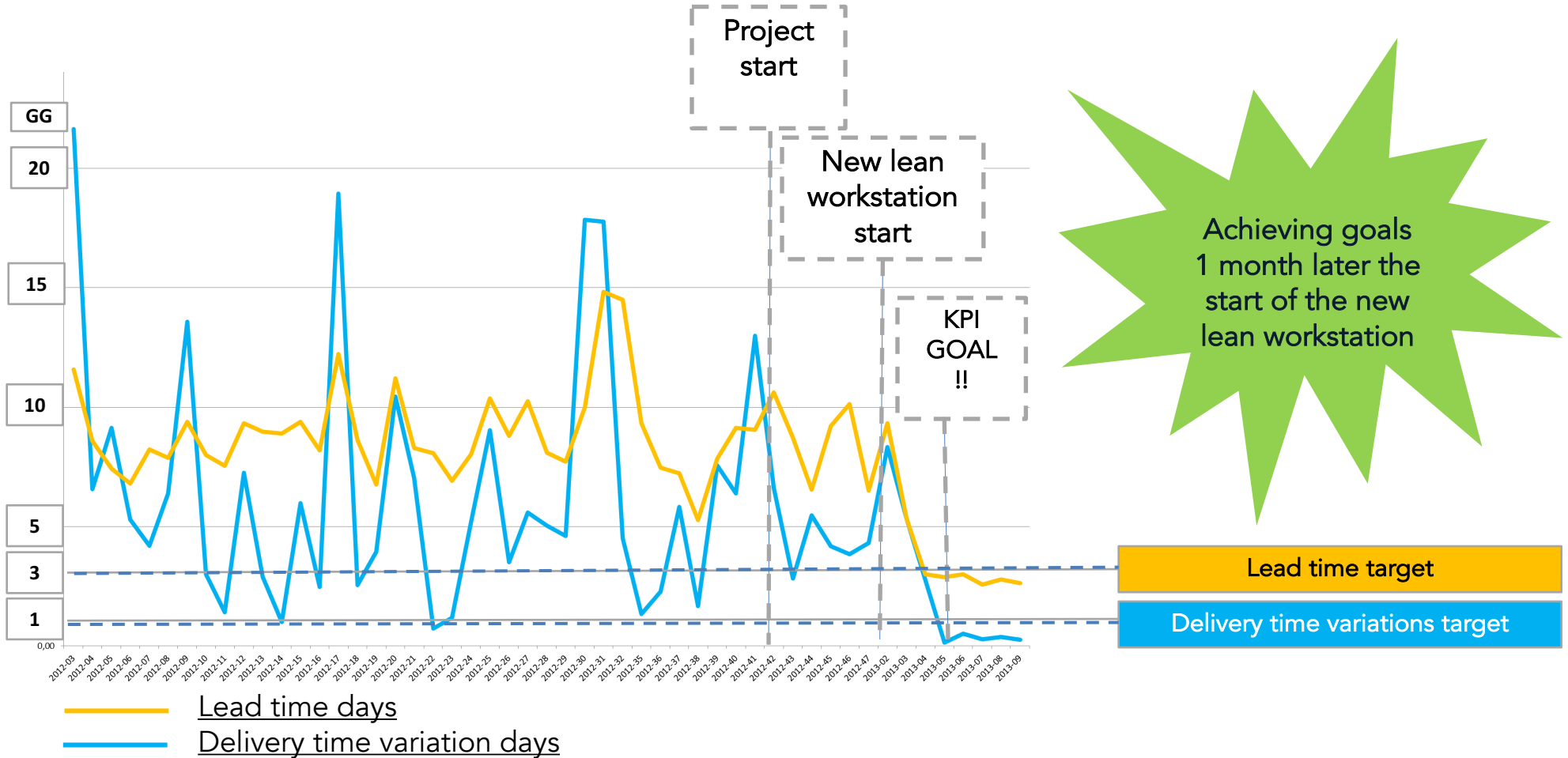


Delivery time variation



- Creation of a team work and training courses to the operators
- Definition of the main KPI and develop of the control system
- Project and implementation of the business model to bring together the lean workstation in a shop floor MRP environment
- Sharing of the product technical specification
- ASIS and TOBE Spaghetti chart
- New macro and micro layout design of the lean workstation
- Kaizen actions plan and process improvement proposals (PIPs)
- Improved ergonomics in the movements of the operators
- New lean layout of the workstation implemented in 45 work days
- Pacemaker identifications and pull process implementation
- Implementation of visual management tools for production planning and controls

Results achieved



Internal lead time reduction from 10 to 3 days
Delivery time variation stabilization from 9 to 1 day