Auto Parts Manufacturing

Implementing systems for increased production

The Challenge

A global manufacturer of automotive products had committed to year-over-year production increases but had concerns over meeting these commitments and saw the need to bring in an outside perspective to help in getting one of their main plants to realize improvements necessary to meet their demand.

What We Did

We leverage the vast knowledge of the company's experienced employees and involved many in our analysis which spanned across manufacturing and warehouse facilities to review the processes and systems used in each. We identified a number of problems including plant's disconnected floor plan layout, moving materials and poor communications along value chain. Also, fabrication areas were not connected to the main line causing assembly line workers to constantly retrieve parts slowing production considerably. Workflow stoppages and coordination issues existed everywhere.

Then we worked to determine the true capacity and capabilities of each work cell, our team quantified the waste in the existing processes and calculated the potential for increased output. Using direct, on-the-floor observations and applying Lean Manufacturing methods, we were able to eliminate barriers to produce more products more quickly. We also created a centralized inventory of main parts needed on the production floor for quick accessibility. Conducted extensive Lean training across the plant and installed visual factory tools for each area to communicate key metrics attainment scores or off schedule events.

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The Result

- Consolidated two shifts into one and increased throughput by 24% with less required labor
- Efficiency increase of 40% achieved with a realized 5:1 ROI