Lean Practitioner

Overview

Low OPR on a Stamping Shop Blanking Line in an automotive manufacturing company. Operators sometimes waiting for machine cycle to finish. Request to study the processes and seek / implement efficiency improvements.

Project Solution

- Engaged the Production Supervisor, Team Leaders and Operators on the process area from both shifts.

- Spent time to observe the process and document findings.

- Formed a small team comprising Production Team Leaders and Maintenance

- Technicians from each shift, plus individuals from different departments to provide a "fresh eyes" approach.

- Set up a local information board to visualise the problems and actions.

- Observed differences between the documented standardised work and actual working practices.

- Worked with production to strengthen Standardised Work documentation, retiming each element and to retrain the team to follow the new elements.

- Worked with Maintenance to identify several steps of the Automatic Die Change (ADC) process that could be shortened, or re-programmed to work in parallel with other steps.

- Worked with Team to identify problems with Piler process, including feed out.

- Experimented with machine settings and fabricated new guides to improve smoothness of blank stacks on Piler.

- Identified issues with hydraulic system and plc control program to speed up the feed out of stacks.

- Set up TPM to enable Production to easily identify wear & tear issues before future problems would impact on the process, using the visual indicators for quick & easy accurate checks.

- Gained agreement to allocate a maintenance technician to take ongoing ownership of the process to respond to Production concerns raised as a result of the TPM.

- Presented results to Stakeholders to M-D level.

Results

- ADC time reduced from 15.5 mins to 8.25 mins.

- Operator waiting time eliminated.

- Piler stacks improved.

- Piler feed out time reduced: 1.5 mins to 1.25 mins.

- Daily track of OPR on both shifts.

- OPR: avg 90.6 to 99.4% = 9% improvement.

- OPR improved to consistently exceed target.

Blanking Line OPR Tracking