PROJECT OVERVIEW

Sub – assemblies Layout optimization

PROJECTS

Initial situation

- Unnecessary materials movements and transport
- Excessive waiting time between processes
- Unclear material flows (raw materials, WIP & finish goods)
- Poor visibility of process continuity

Scope

- Sub – assemblies area
- 179 part numbers
- Data analysis for product-process matrix

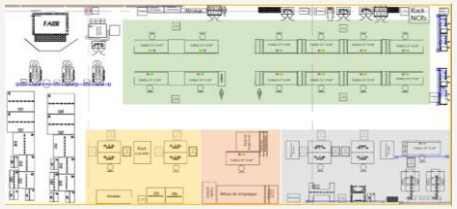
Approach

- Kaizen week developed.
- Lean basics, 3P, Workstation & LDMS trainings.
- Process analysis (spaghetti diagrams, Gemba walk)

New workstation

Criterios		Actual		Lineal		Celula (U)		Peine		Celula U Externo	
	Prior	Punt	Factor	Punt	Factor	Punt	Factor	Punt	Factor	Punt	Factor
Flujo de Material	5	5	25	5	25	3	15	6	30	4	20
Seguridad	5	5	25	6	30	3	15	6	30	5	25
Flujo de proceso	4	5	20	6	24	5	20	6	24	5	20
Espacio utilizado	4	5	20	6	24	3	12	7	28	4	16
Ergonomía	3	5	15	5	15	5	15	7	21	5	15
Supervisión/seguimiento y Ctrl de proceso	3	5	15	7	21	7	21	5	15	7	21
Armonía con el entorno de la planta (5s)	3	5	15	7	21	5	15	6	18	6	18
Tiempo de implementación	2	5	10	7	14	4	8	7	14	4	8
Inversión	1	5	5	7	7	4	4	5	5	4	4
Total			150		181		125		185		147

Decision matrix



Layout optimization

Challenges

- High complex process due to multiple kind of products.
- High variability of processes.
- Too many part number & IK's.

Achievements & Results

- ✓ Clarity in the materials flow.
- ✓ Reduction of transport and material movements.
- ✓ Reduction of waiting times for the material (waiting in the curing rack).
- ✓ Minimize operator movements at your workstation.