

Case Study:

Transmission Component Manufacturer – Operations Improvement and Strategy

Situation

- Component machining line was installed with intent for 120 transmission cases-per-hour, net efficiency of 112 cases-per-hour
- Changeover design intent of four hours was obtained, although “first-part approval” required 1-2 shifts to accomplish
- Net production plateaued at approximately 87 cases-per-hour

Goal

- Achieve original system design intent

Role

- Complete operational assessment, including:
 - Scheduling
 - Changeovers
 - Material supply
 - System uptime, including ancillary equipment
- Training and skill set analysis
- Management evaluation to implement our action item register, to achieve system design intent.

Approach

- Changeover procedures were reviewed
 - Tool preset and first-part approval revised to allow faster actual changeover
 - Master settings implemented to insure first part attainment of quality specifications with minimal “tweaking” between changeovers
- Setup
 - Standard setup and changeover training for all job setters and scheduled changeovers for first shift where maximum technical assistance is available
- Revised preventative maintenance procedures to pre-stage all necessary materials ahead and in place, and scheduled to be accomplished within changeover times of the line
- Refocused supervision across all shifts to the key indicators and operating procedures to ensure correct employment of resources, as well as all shifts operating to the same operating parameters

Results

Overall results:

- **OEE improvement to 92% from 72%**
- **Set-up scrap reduced by 55%**
- **Achieved OEE sustainability through re-training, definitive planning, precision execution and accountability by management**