

Case :

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Country :

Belgium

Sector :

Automotive

Company :

We did a project for the client's Automotive department where the dashboards for cars are produced according to the RIM (Recticel Injection Molding) and ROM (Recticel Over Molding) techniques.

Type of intervention :

Waste reduction.

Development and implementation improved 360° management control system.

Project Goal:

The project was called "*RAM*" (Reduction ("Afval") Waste in Manufacturing).

EffCo was called in to support the 2 process-engineers to deliver the profitability and to preserve the RIM-ROM technique.

Through a typical EffCo approach in which we combined the bottleneck analysis with a risk-profile of the organization we identified 3 major issues:

- process control & optimization,
- operating responsabilization & alignment
- quality in finishing alignment

What did we do?

We optimized the wet-end compound section in stabilizing the temperatures, defining the optimal compound parameters (fiber-times and catalysts). The 3 wet-ends were redesigned for the 3 specific production lines. This stabilized the production process and eliminated rework (headcount reduction by 1 Fte). Machine time went up 8% by improvements in color-replenishing and anti-adhesive control.

With Development, the engineers and the people from maintenance several improvements in the production lines were developed and this approach was anchored in a continuous improvement workgroup with the different departments.

On the process operating side we determined the best practices in the 3 different shifts, logged them and implemented them throughout the organization through coaching. The shift-leaders themselves were also trained by Effco to improve their active supervision skills.

On the finishing off we aligned the 3 shifts through alignment sessions and training together with quality control staff. A different finished environment was created through a rotating finishing table with the introduction of a Quality Spokes person that had strong links with quality control. Quality control people checked regularly on both risks, low standard product going through but also high standard being scrapped.

Overall communication was improved and integrated in the process.

Results :

At the first audit:

- The yield situation was stabilized at 96% (82% at the start of the project).
- Machine time was up 8%, process time was severely reduced
- Today with an increase of orders by 15% only two out of the three lines are being used.
- Weekend shifts were eliminated and the rework is completely eliminated.

- All the shifts (operators, finishing and quality) work according to the same standards.
- Supervisors work with their teams in a more pro-active way.
- Workgroups continue looking for improvements according