

Enhancing Production Line Flow

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Objective

*To define and understand the meaning and practice of
Enhanced Production Line Flow
in terms of flexible capacity, effective use of direct and indirect labor,
improving quality performance, establishing appropriate use of
working capital, and maximizing shareholder value.*

What is Enhanced Production Line Flow?

- It depends
- The business situation
 - Extreme growth – Automotive launch
 - High equipment cost – Candy manufacturer
 - Highly competitive - Stamping
- The production situation – Automotive launch
- The appetite for challenge

Understand the Current State of Production Requirements and **Performance**

- Product demand over time
- Capital utilization over time
- Labor efficiency and utilization over time
- Production interferences
- Performance priorities

The Current State of Production Demand **Over Time**

- It is not an average annual quantity or an average value add
- What is the variation by month?
 - Adjust shifts
 - Overtime
 - Staffing
- What is the variation by week?
 - Adjust overtime
- What is the variation by day?
- Apply this information to the forecasted demand
- Build in flexibility / give your supervisor a chance

The Current State of Capital Utilization **Over Time**

- It is not an average annual loading or an average OEE
- Agree on (or clearly define) the definition of OEE
- **Explain with data** the difference between OEE performance and 100% performance
- Half of the difference can be improved with low or no capital cost
- Build in flexibility for your varied demand – Sunrise
- Monitor / measure the constraint

Establish a **Team Understanding** of Future State Expectations and Desires

- Product demand and variation
- Product mix and variation
- Effective use of inventory
- Capital capability and implications
- Performance priorities
 - Labor - Automotive
 - Hourly performance – Rail cars
 - Working capital – Candy manufacturer
 - What are yours?

Design and Manage the Production Line to Effectively Meet Customer Expectations

- Eliminate production interferences
- Provide goals and timely feedback
 - Good standards everywhere
 - Hourly boards
 - Visual management
- Flexible production capacity and planning
 - Two–ten incentive
 - Team based support (maintenance, change-over, etc.)
 - Give the production supervisor a chance

Ensure **Sustainable** and Effective Performance

- Measure performance to standards
- Explain the OEE gap
- Stay in-touch
- Timely adjustments
- Maintain autonomy and centralized control
 - Areas work as independent teams
 - Areas share resources across the operation

Information For Our Team

- Presentation summary
- Contact information
- Two-ten incentive article
- Goal-setting and feedback article
- www.ieteng.com

PIVOTPOINT

Breakaway Thinking for Advancing Manufacturing

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