

Opportunity

- A major automotive OEM faced a critical task to rapidly reduce manufacturing capacity due to negative economic conditions. The goal was to gain the resultant efficiencies without impacting the end user experience or final product quality. This task exceeded the capacity of the organization's internal manufacturing engineering staff.

Scope

- Conduct time studies for all existing operations using MODAPTS.
- Identify value-added and non-value-added elements of work within the operations .
- Methodize the existing operations to optimize part and tool presentation, and update the MODAPTS studies accordingly.
- Develop the "to/from" work element move sheets.
- Ensure accurate operator instructions and material handling requirements.
- Develop an updated work place layout in AutoCAD.
- Identify constraints and bottleneck areas.
- Provide a work leveling study and line balance solution.

Successes

- Conducted approximately 560 MODAPTS studies and engineered manpower efficiency improvement plant within 3 months.
- Equivalent labor reduction of 160 operations, leading to greatly improved overall operator utilization.
- An improvement in First Time Through quality
- Cost savings in excess of \$12.8 million annually

