

Improving Productivity with Standardized Work

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Results

Annual Labor Cost Savings- Five Assembly Plants

- Productivity Improvement through implementation of Productivity Modeling Process resulting in savings of \$36.7 million
- Return on Investment of 10:1
- Cost avoidance for new model launch (102 additional manpower not required)

Client Challenge

- For the previous two years, traditional Industrial Engineering methods could not achieve the productivity improvement targets
- Clients' executives and plant managers were looking for a systematic approach to develop the foundations of continuous improvement on a long-term basis
- Very aggressive time schedule and productivity targets were in place

Our Solutions

- RWD Productivity Modeling Program, a systematic three-phased methodology, was introduced in each assigned plant, and RWD lean coaches mentored and trained the plant management, and floor operators in its use
- Implemented unique Productivity Modeling Program Tools, Yamazumi and Moving Line chart to identify the opportunities (wastes) visually
- Utilized Productivity Modeling Tools to create new model pilot program baseline to maximize operational efficiencies and achieve cost avoidance
- Ensured knowledge transfer to plant personnel by utilizing the Productivity Modeling skill matrix assessment tool

Solution Implementation

- Implemented the program in five assembly plants in North America and RWD deployed three to five coaches in each plant
- Documented current and future states to establish a continuous improvement baseline for existing and future models
- Identified improvement opportunities that eliminated waste in the system and allowed for increased line balance efficiency
- Worked with local union representatives as well as plant management to develop capabilities internally