

Background

- Purchased from GE in 2019
- Most popular products are programmable logic controllers
- 325 employees
- Located in Charlottesville, VA



Problem

Inaccurate routing times and outdated step descriptions

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Profit loss and damaged customer relationships

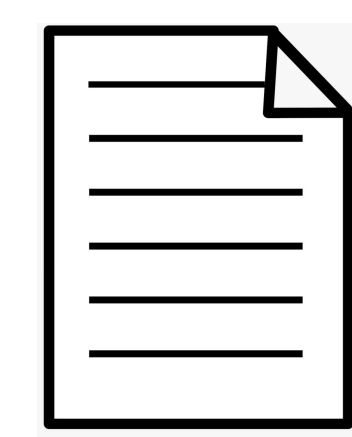
Objectives

1. Updated routing times

2. Reduced routing step variation

3. Report lean wastes

Impact



Updated routing times

- 40% needed updates
- 208 routings adjusted



Reduced number of unique routing descriptions

- Initial: 40% reduction of variance
- Recommended: 20% further reduction



Identified need for software update

- Initial: 17.3 second per component
- After update: 9.3 second per component

Annual saving estimate: 3,200 hours of labor, \$115,000

Recommendations

Update recommended routings

Standardize routing step description names

Reduce software wait time to less than 5 seconds

Further annual savings: 2,000 hours of labor, \$72,000

Approach

Conduct time studies

Analyze observations, compare to current times

Identify inconsistencies

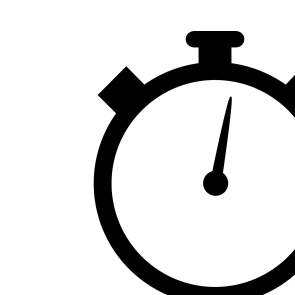
Make updates

Standardize routing step descriptions

Analysis Methods



Data managed in Microsoft Teams



Manual time studies



Routings analyzed in Microsoft Excel