

# CASE STUDY

**Company: International Cosmetics company in Pune.**

**Theme : O.E.E. Improvement.**

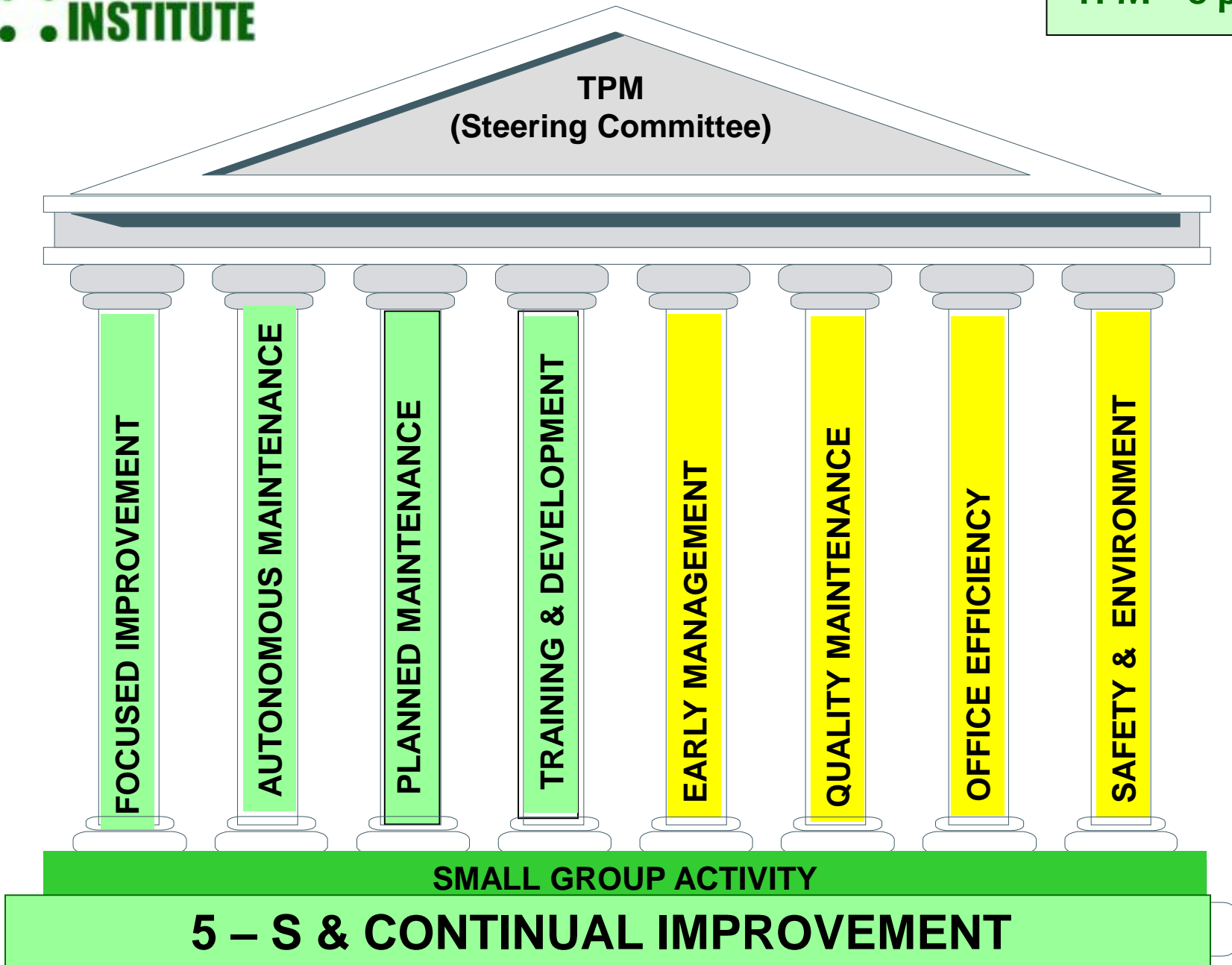
**Period: Jan. 2010 to Apr. 2011**

**Tools used: Total Productive Management.**

**Areas Covered: On Two Lines of Production.**

# MAJOR HIGHLIGHTS

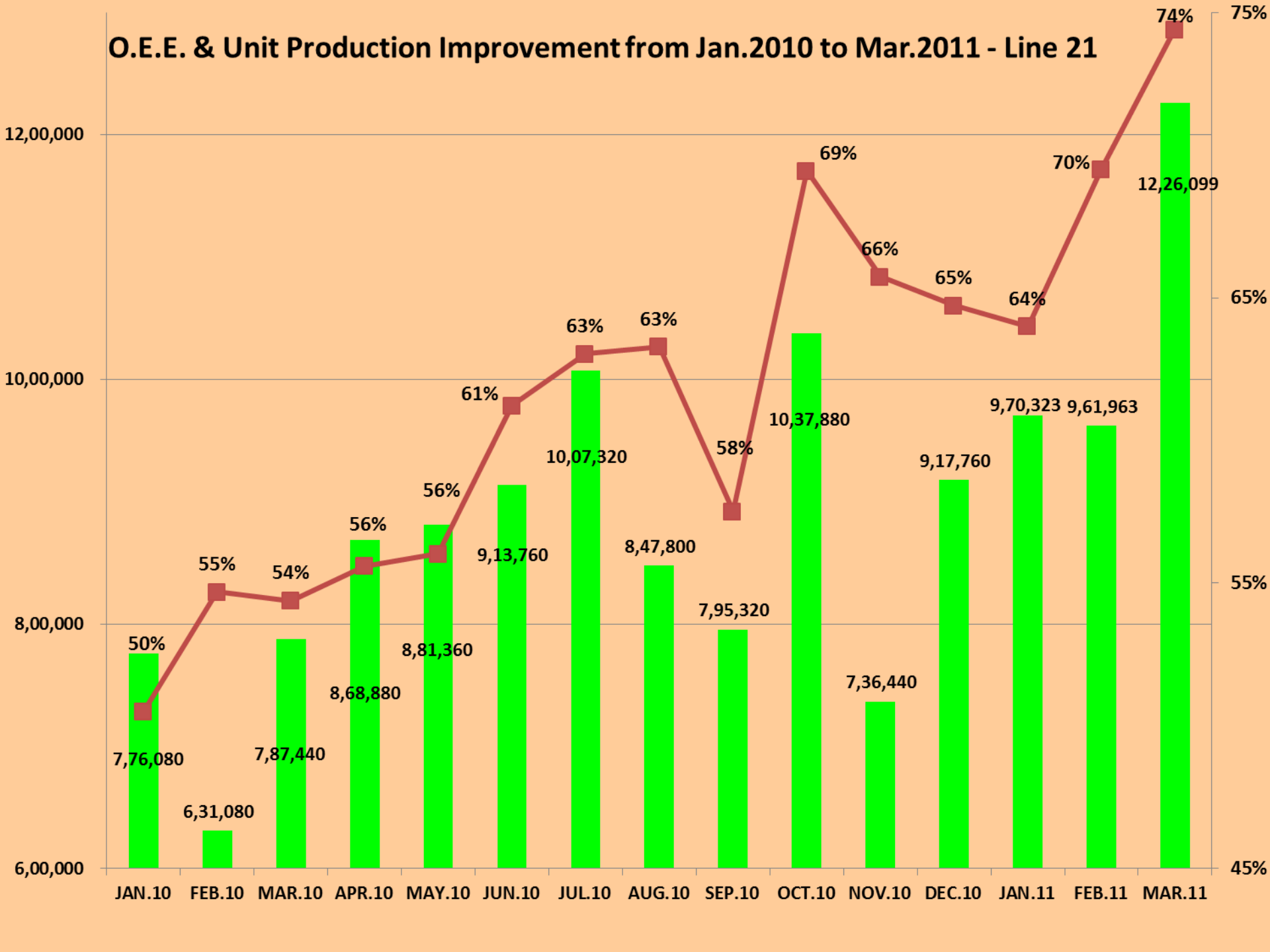
- ✓ **TOP MANAGEMENT'S COMMITMENT WAS VERY HIGH.**
- ✓ **T.P.M. PILLAR HEAD FROM TOP MANAGEMENT TEAM.**
- ✓ **EXTENSIVE TRAINING + WORKSHOP CONDUCTED.**
- ✓ **ALL 3 SHIFTS PEOPLE INVOLVED FOR IMPROVEMENT.**
- ✓ **PRODUCTIVITY (OEE) IMPROVED FROM 50 % TO 74 %.**
- ✓ **BREAKDOWN REDUCED FROM 7800 TO 880 MIN/MONTH.**
- ✓ **OEE IMPROVEMENT & CONSISTENCY ACHIEVED.**



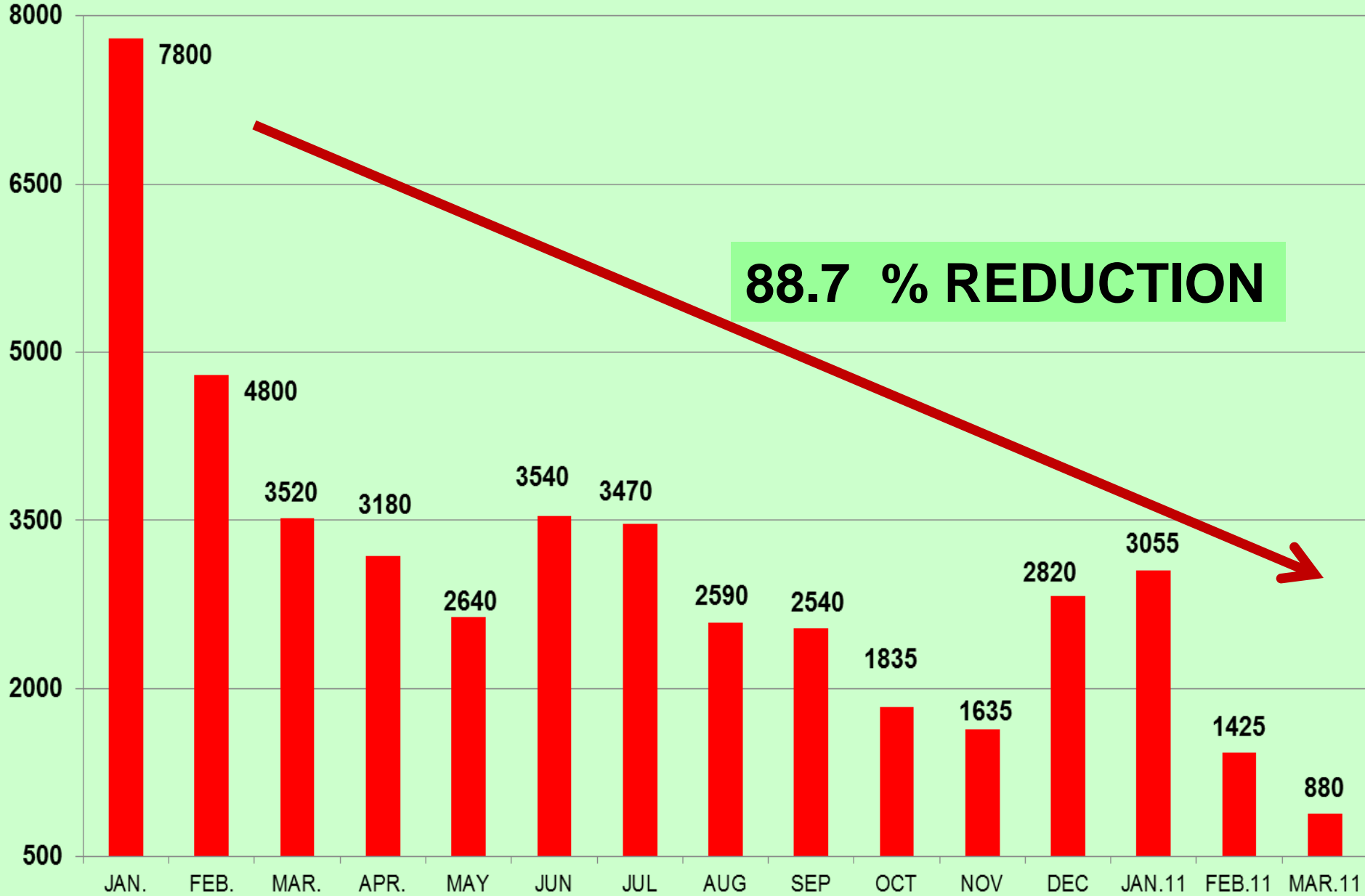
## **STEP BY STEP PROCESS ADOPTED.**

- 1. Basic data for OEE collected for both lines.**
- 2. Detail analysis of breakdown carried out.**
- 3. Critical equipment identified for improvement.**
- 4. T.P.M. training provided to Management team, Supervisors & Operators.**
- 5. Four out of eight pillars of T.P.M. implemented.**
- 6. T.P.M. workshop conducted on both lines with all people involved.**
- 7. AM Pillar was implemented with operators cleaning their own machines.**
- 8. PM pillar ensured that preventive maintenance carried out regularly.**
- 9. OEE concept was explained to the operators in local language.**
- 10. OEE Monitoring on shift , day & weekly basis initiated.**
- 11. Visual control used to display daily OEE of each line.**
- 12. Target oriented approach for OEE and breakdown adopted.**
- 13. OEE calculation made very simple for operators & it was displayed.**
- 14. On regular basis the best OEE line was appreciated & recognized.**
- 15. Pocket guide books were given for OEE understanding & monitoring.**

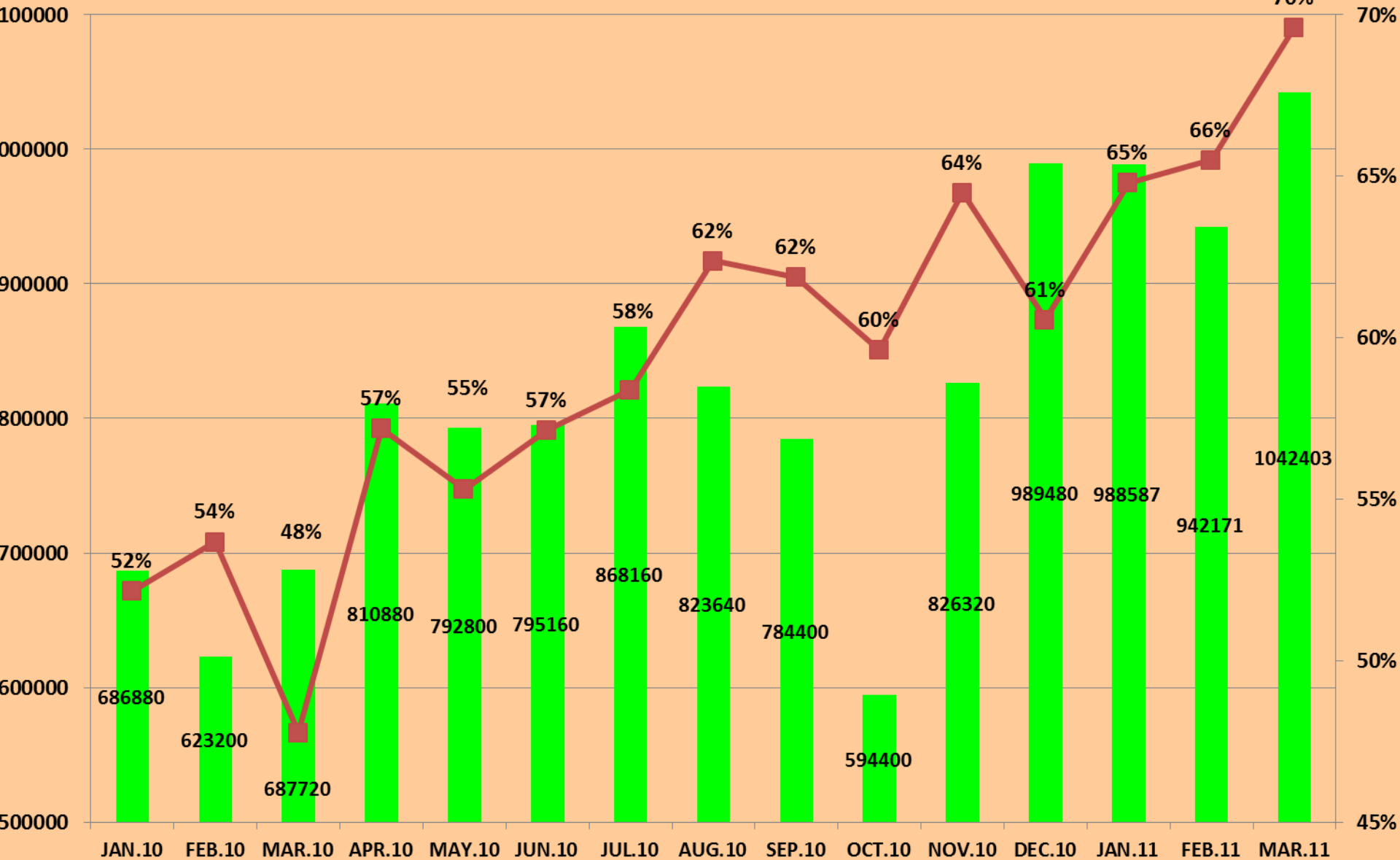
# O.E.E. & Unit Production Improvement from Jan.2010 to Mar.2011 - Line 21



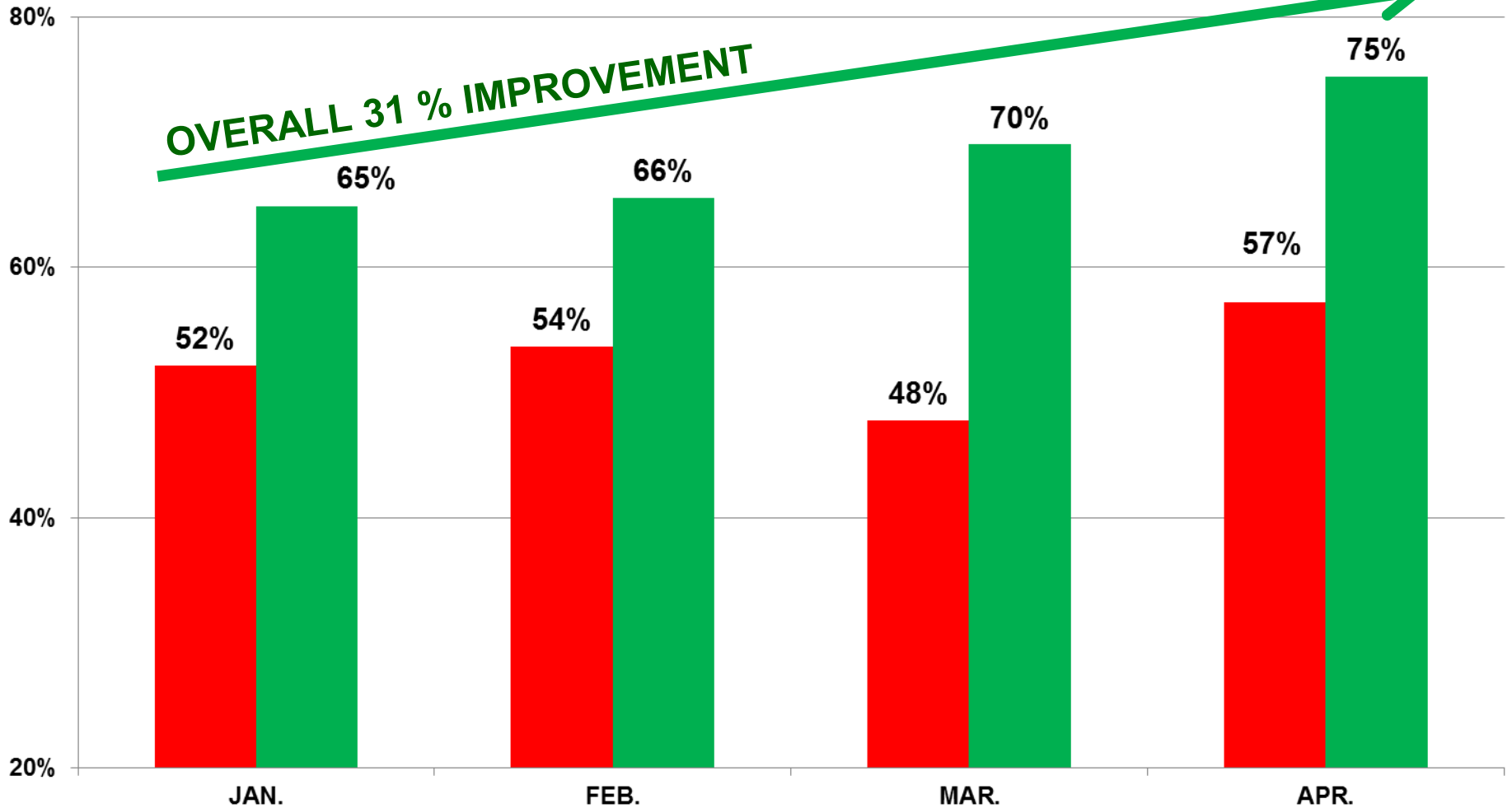
# Breakdown Time (Mln.) - Line no. 21 - JAN.10 TO MAR.11



# O.E.E. & Unit Production Improvement from Jan.2010 to Mar. 2011 - Line 24

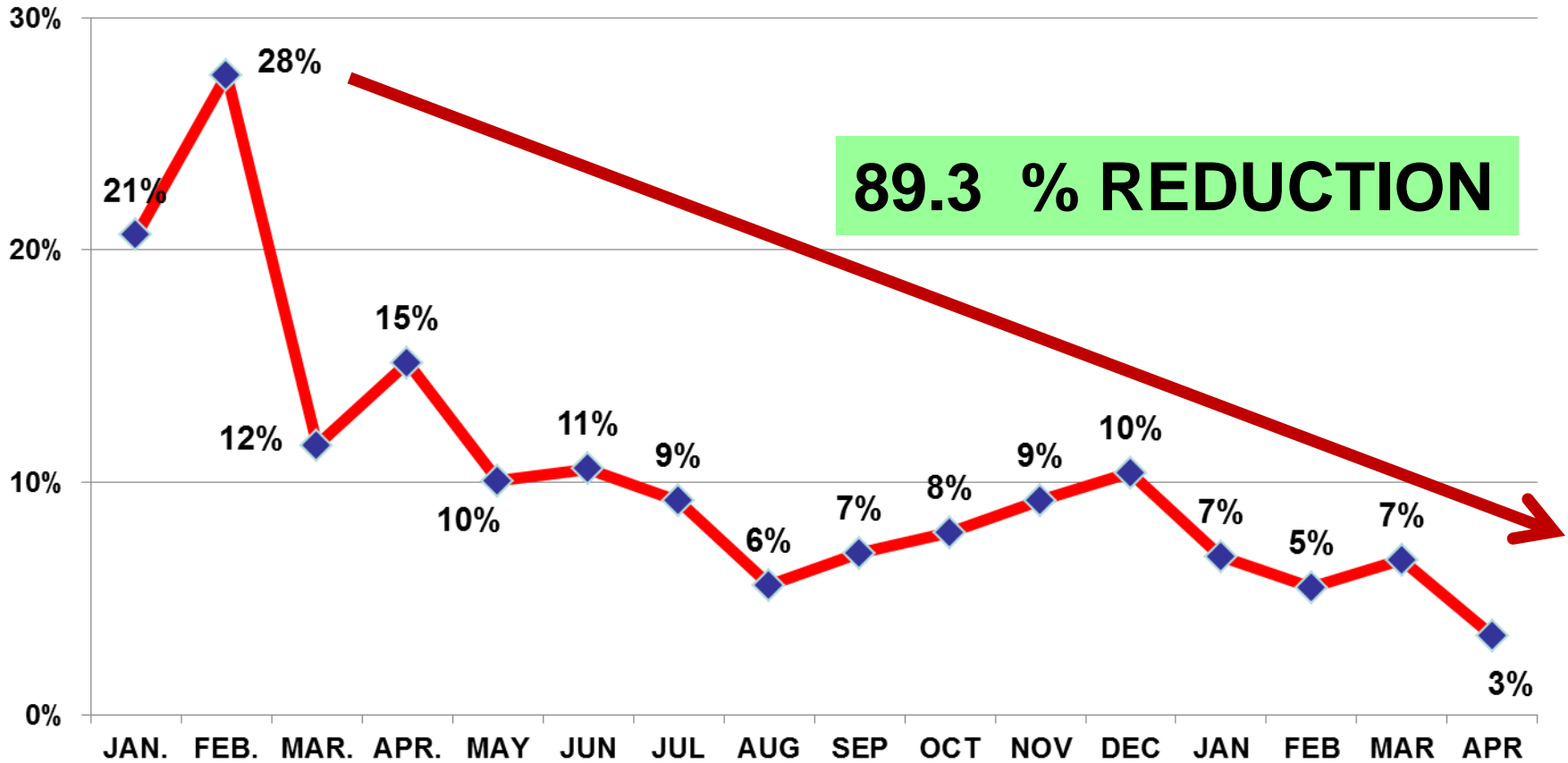


### O.E.E. IMPROVEMENT FROM 2010 TO 2011 - LINE 24





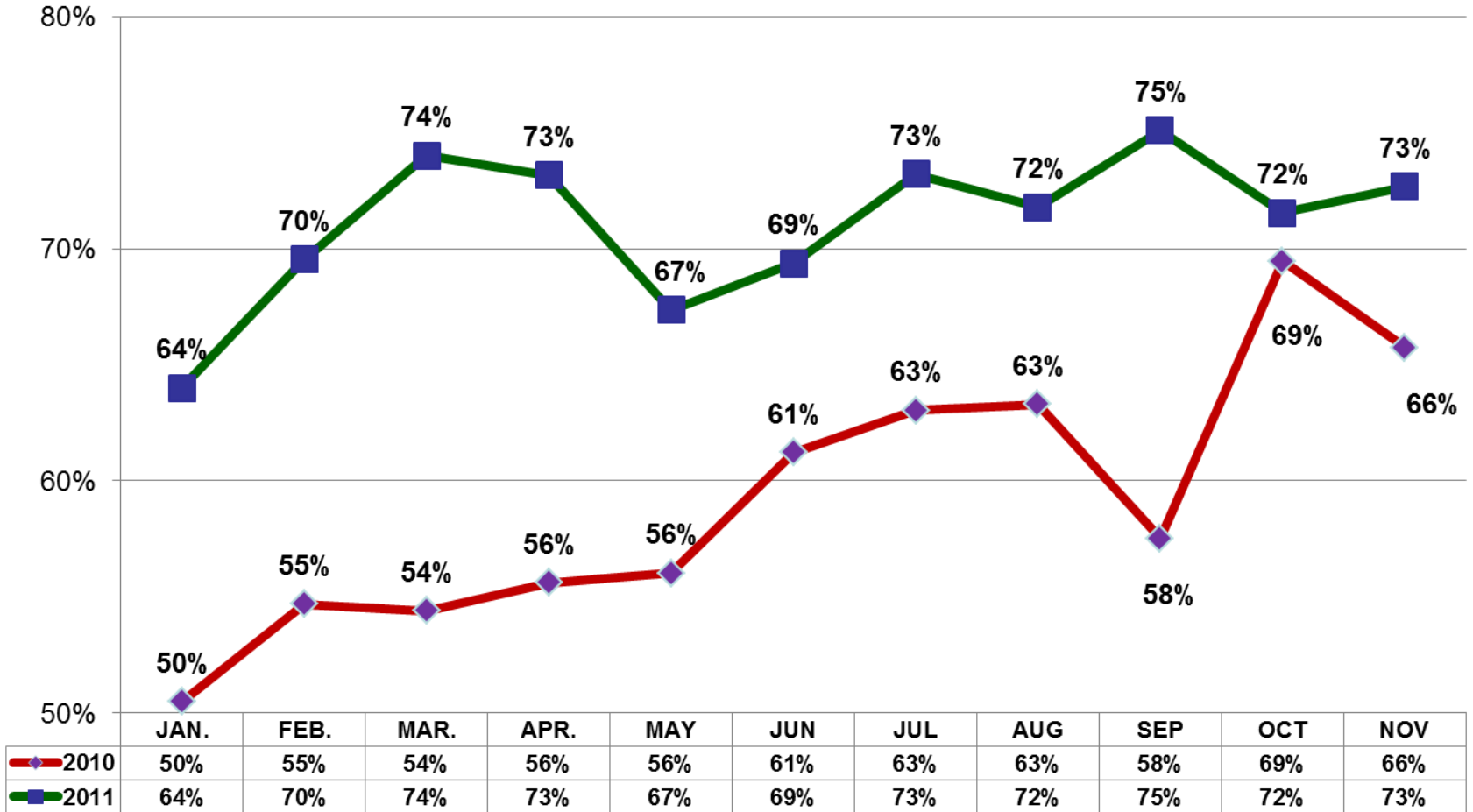
**Breakdown % from Jan.2010 to Apr.2011 - Line 24**



**89.3 % REDUCTION**

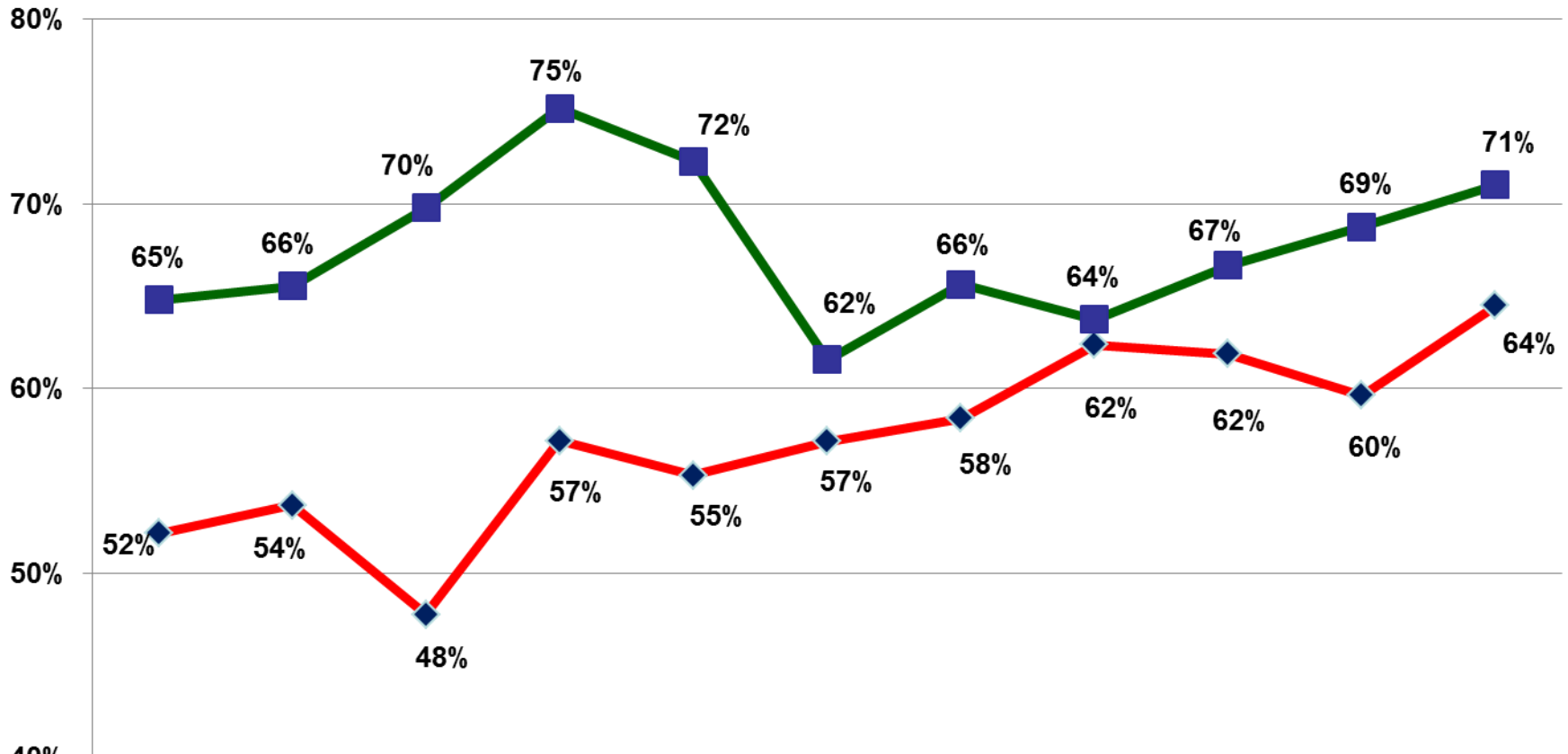
**O.E.E. IMPROVEMENT FROM 2010 TO 2011 - LINE 21**

2010 2011



**O.E.E. IMPROVEMENT FROM 2010 TO 2011 - LINE 24.**

2010 2011



	JAN.	FEB.	MAR.	APR.	MAY	JUN	JUL	AUG	SEP	OCT	NOV
2010	52%	54%	48%	57%	55%	57%	58%	62%	62%	60%	64%
2011	65%	66%	70%	75%	72%	62%	66%	64%	67%	69%	71%

## O.E.E. IMPROVEMENT RESULTS

MONTH	LINE 21				LINE 24			
	2010	2011	IMPROVE NO.	IMPROVE %	2010	2011	IMPROVE NO.	IMPROVE %
	BEFORE	AFTER			BEFORE	AFTER		
JAN.	7,76,080	9,70,320	1,94,240	25%	6,86,880	9,88,600	3,01,720	44%
FEB.	6,31,080	9,61,960	3,30,880	52%	6,23,200	9,42,160	3,18,960	51%
MAR.	7,87,440	12,26,080	4,38,640	56%	6,87,720	10,42,400	3,54,680	52%
<b>TOTAL</b>	<b>21,94,600</b>	<b>31,58,360</b>	<b>9,63,760</b>	<b>44%</b>	<b>19,97,800</b>	<b>29,73,160</b>	<b>9,75,360</b>	<b>49%</b>

LINE 21 & 24				
	2010 BEFORE	2011 AFTER	IMPROVE NO.	IMPROVE %
Q - 1	41,92,400	61,31,520	19,39,120	46%

**THANK YOU**

