

ENHANCING PRODUCTION EFFICIENCY USING STANDARDIZED WORK PRACTICE: A CASE STUDY

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Abstract

In today's cutthroat competition world for any organization, surviving in the market is very difficult. To remain market leader and delighting the customer every time is one of the most important factors. In this work we have studied various types of Muda (waste) in the New Holland cell and worked in the direction to eliminate the all types of Muda (waste) from the cell. In particular, Muda of waiting is most dangerous for the entire organisation because it consumes expensive resource in the form of manpower and gives the low effectiveness. To eliminate the Mudas from the cell, structured procedure have been followed in which the main emphasis is on training to the operators of the cell to create the awareness related with waste activities, because active participation of operators in the implementation of standard work is utmost important. In this way they themselves realized and identified the various Muda in their own cell, also suggest a potential countermeasure to eliminate waste in the cell. Once all kaizens as identified by the operators, supervisors and industrial engineer is done, the standardization work sheet has been made as final document which consists of instruction, sequence and standard time for each station or machine for an operator to perform the operation as per standards as per the quality assurance plan (QAP).

Keywords: Standardized work practice, Muda, Kaizen, Lean Manufacturing, Takt Time, Cell Configuration efficiency, Cycle Time