



Throughput Time Analysis

In order to reduce the same, a root cause analysis was carried out. The analysis revealed the following root causes.

- a. Very low % of 'Right first time': - higher cycle time due to low process capability.
- b. Inadequate cleaning capacity for cleaning between batches, which is mandatory & man-power for packing (Bottleneck operations)
- c. Time involved in in-process quality inspection
- d. Time lost between shift change over
- e. Time lost due to maintenance

Each of the above reasons was discussed at length by conducting brain storming sessions and doing 'cause and effect' analysis using a fish bone diagram. The following decisions were taken and implemented.

- a. Raw materials accepted with deviation to be reduced to nil.
- b. Maintenance of cleaning capacity rescheduled to non-production days.
- c. Co-locating of inspection facilities in the production area.
- d. Undertaking of process capability studies to improve 'first time right'.

The Order Winning Capability (OWC), increased substantially due to reduction of response time through the implementation of the above recommendations.

In a sweet meat industry engaged in manufacture of edible chocolates, the company was experiencing loss of orders due to excessive response time.

On initial investigation, it was ascertained that it was possible to reduce the throughput time for manufacture which would reduce the response time to a much lower figure.

