



Apparel Factory Process Optimization Consulting Success Story China



The Need



The apparel manufacturer was experiencing extremely long lead-times, increasing manufacturing costs, excessive inventory, poor quality issues, and a loss of \$300k / month in a 14-line operation.

The factory was generating a high defect rate along with a huge WIP inventory across the entire process.

Additionally, the factory was dealing with inefficient production tracking and production flow due to an unorganized layout, ineffective materials management, and poor production planning.

Solution



- Deployed 2 Senior Specialists who designed the Standard Work for team leaders and supervisors
- Teams of 5 artisans were formed to promote teamwork and cooperation between artisans
- Training on Lean Tools, Changeover, and Multi-Skill Training for operators
- Utilized Standard Work Templates, Single Minute Exchange Die (SMED), Time Studies, 5S Methodology, Work Flow Balance Charts
- Integrated one line sew to pack with improved quality, reduced cost, and faster response
- Implemented Daily Production Boards and Visual Management Systems, improving communication between team members, helping teams to stay focused on their goals, overcoming impediments, and identifying and reducing waste

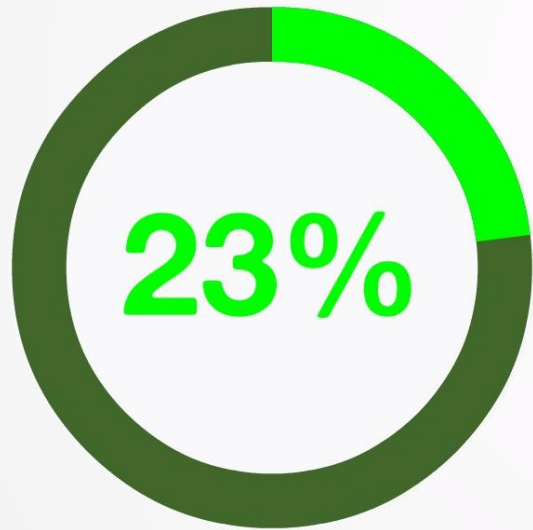
Benefit



- Factory artisans received in depth training, strengthening their knowledge and skills base, enabling them to generate better quality products
- Quick and effective response to production abnormalities
- Definition of the Leaders Standard Work
- Implementation of a Quality Management System
- Improved cutting quality
- Integrated sewing and packing processes
- The factory experienced Lead-time & WIP reduction
- Reduced number of sewing machines on a line
- Quick changeover and machine maintenance

KPIs

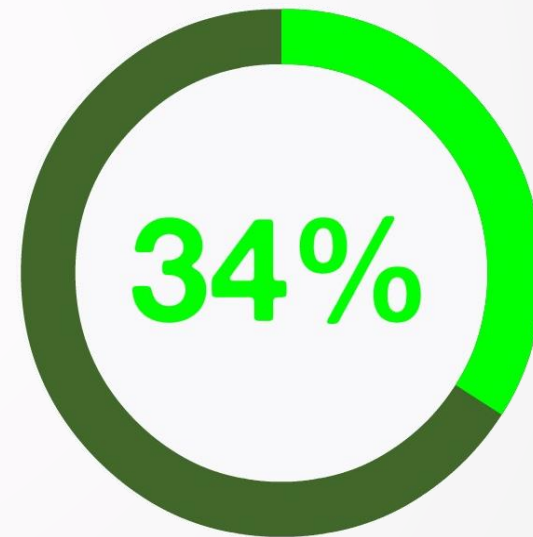
**Packing (pieces)
Output / Hour**



Improvement



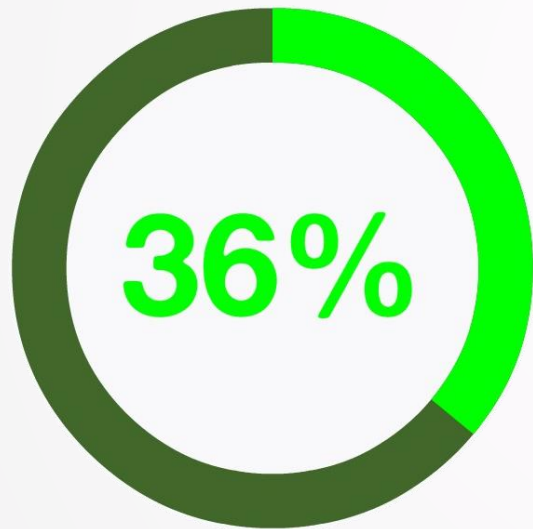
**Sewing (pieces)
Output / Hour**



Improvement

KPIs

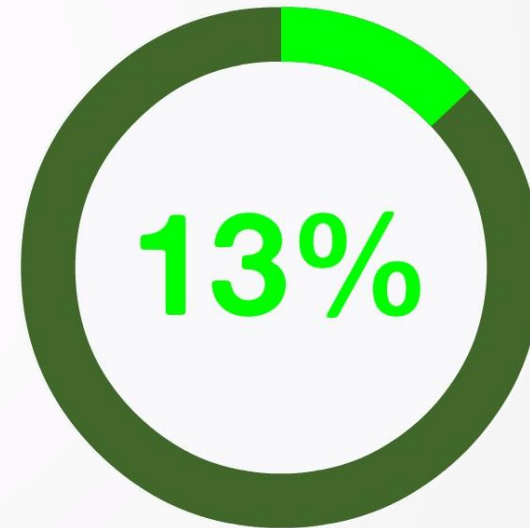
PPH Sewing (pieces)



Improvement



Sewing Efficiency



Improvement

KPIs

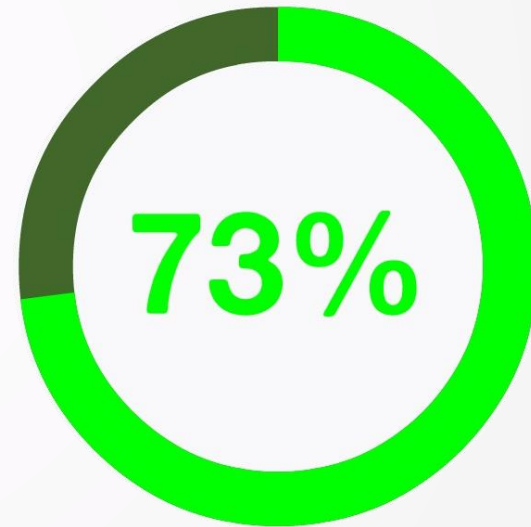
Overtime (hours)



Improvement



Lead-Time (days)



Improvement

Savings



Yearly Margin Improvement per Production Line
(USD)

\$386,000





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