



Automotive Industry Development Centre (Pty) Ltd  
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# ***Tirisano Cluster Programme Case Study***

## ***Hartell Manufacturing Services CC***



# Company Summary



**Company Name :** Hartell Manufacturing Services CC

**Directors :** Mr. Glenn Hartell (Managing Member) (BEE 100%)

**Location :** Vonkprop street, Silverton

**Employees :** 28

**Annual Turnover :** R3.2 Million for 2003

**Contact Details :** Mr. Glenn Hartell (Managing Member)

Tel : 012 803 4589

Fax : 012 803 7978

Email : [hartell@telkomsa.net](mailto:hartell@telkomsa.net)

**Programme :** Tirisano Cluster Programme

**Duration :** September 2003 to May 2004

**Champion :** Mr. Glenn Hartell (Managing Member)

**Co-ordinator :** Mrs. Maggie Robinson (Quality Manager)





# Company Background

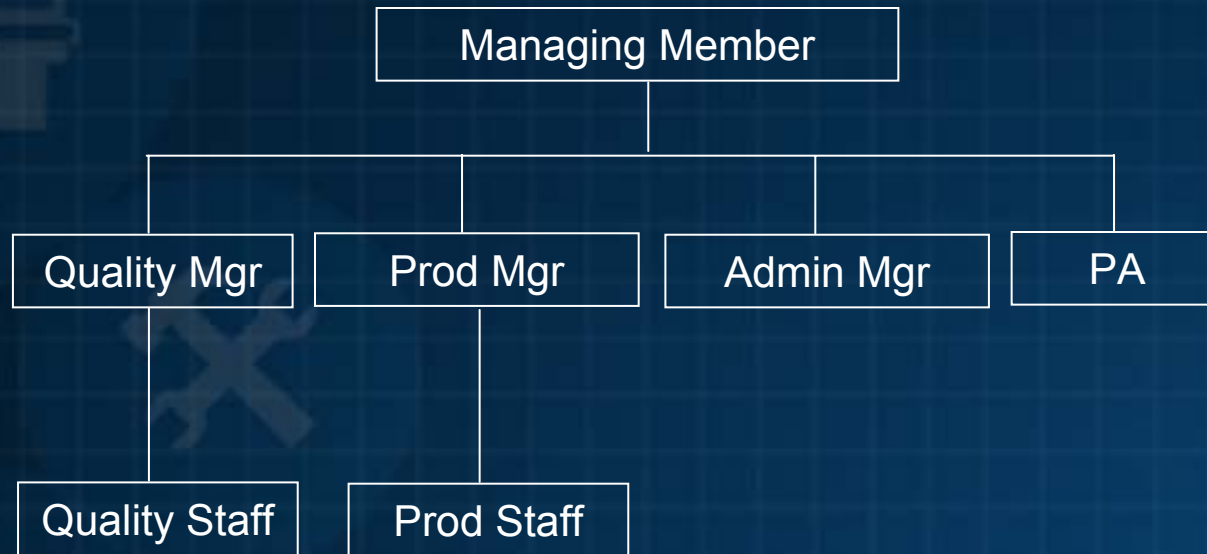


- **Established in 2000 by Mr. Glenn Hartell**
- **Products : Number of different products = 6**
  - Tonneau covers
  - Triangle Bags
  - Toolbags
- **Customers :**
  - FORD
- **Suppliers :**
  - North Safety
  - DCrean Plastics
- **Market Focus :**
  - Automotive
- **Quality Systems :**
  - ISO9000; TS16949





# Organogram





# Results Summary at end Mar 04



- 168 Red Tags found of which 147 Eliminated
- 72 Wastes identified of which 64 eliminated
- Majority waste is operator motion
- 28 People Trained in 5C and 7 Wastes out of 28 Staff
- People productivity improved by 67% (9 covers per person per day to 15)
- 94% improvement in Not Right First Time (Internal rejects and rework)





# Focus Areas



- Reduce excessive work-in-progress
- Introduce supermarket and kanban system
- Revise factory layout
- Review workstation layouts
- Implement measures of performance on internal performance
- Train all staff in 5c and 7 Wastes





# Days spent with company



- ½ Day Awareness Session
- 2 Days Assessment
- ½ Day Pre-diagnostics (Management Team)
- 2 Day Diagnostics (Tirisano Team)
- 11 Days Workshop (Tirisano Teams)
- 6 Days Cluster Sessions

Total Days = 22 Days from September 03





# Company Road Map for next 6 Months



- Completion of supermarket and kanban system
- Additional training on supermarket concept
- Refresher training on 5C and 7 Wastes
- Introduce additional performance measures to monitor internal quality, cost, delivery, safety, morale
- Further improvement on visual management







# Measures of Performance

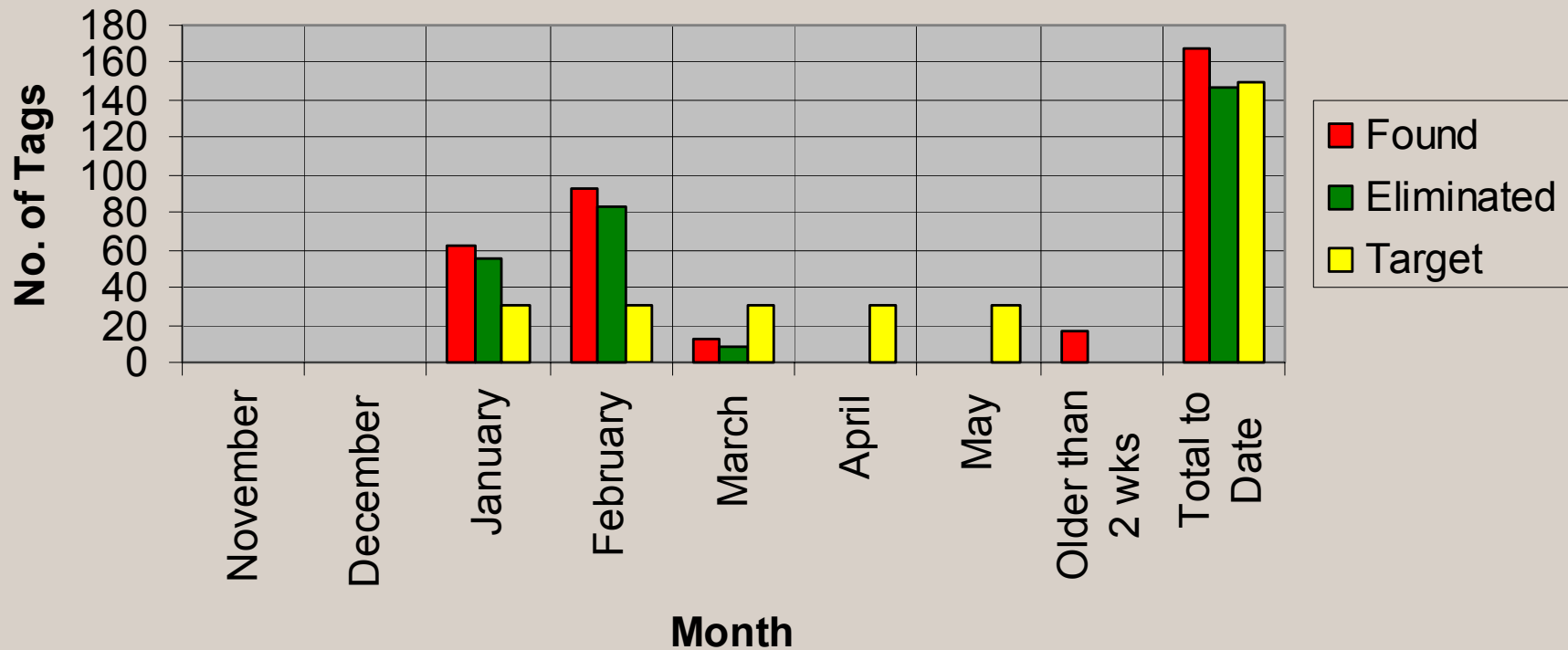




# Red Tag Graph

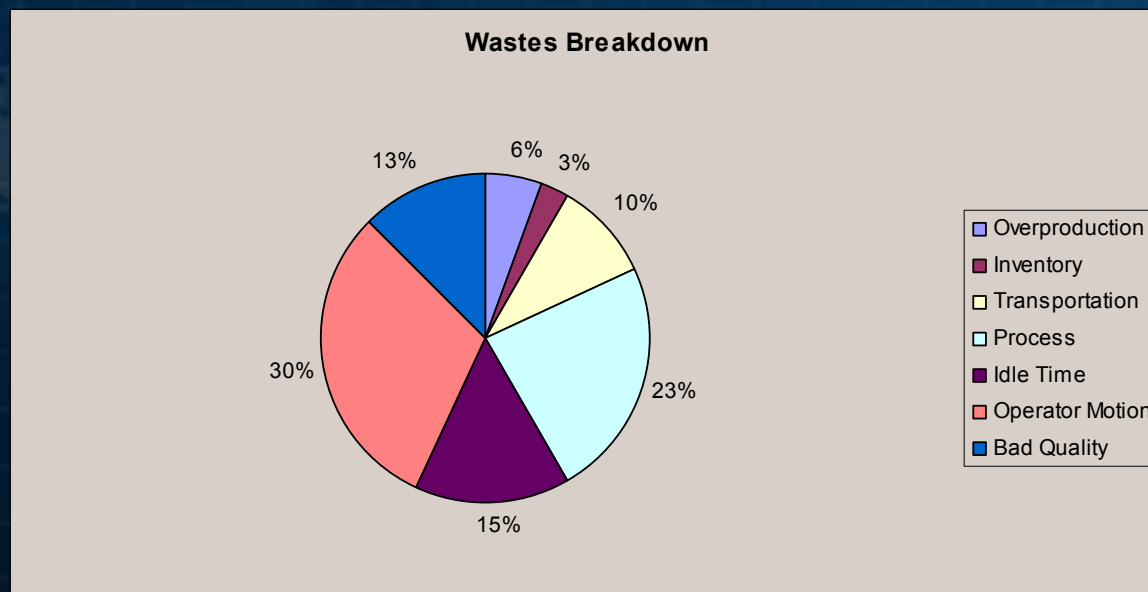
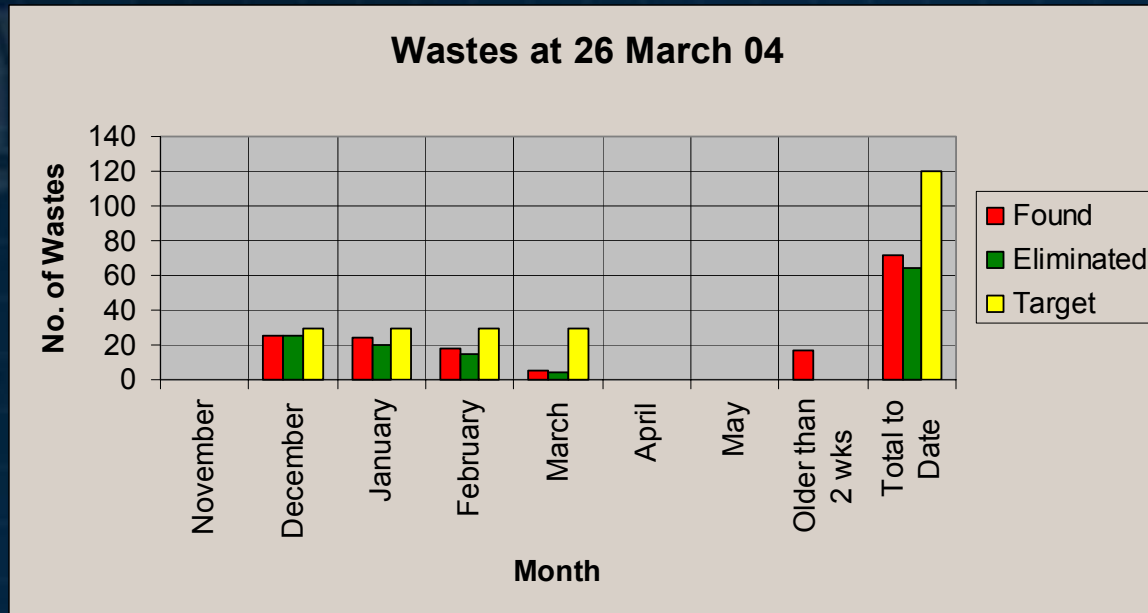


## Red Tags at 26 March 04





# 7 Wastes Graph

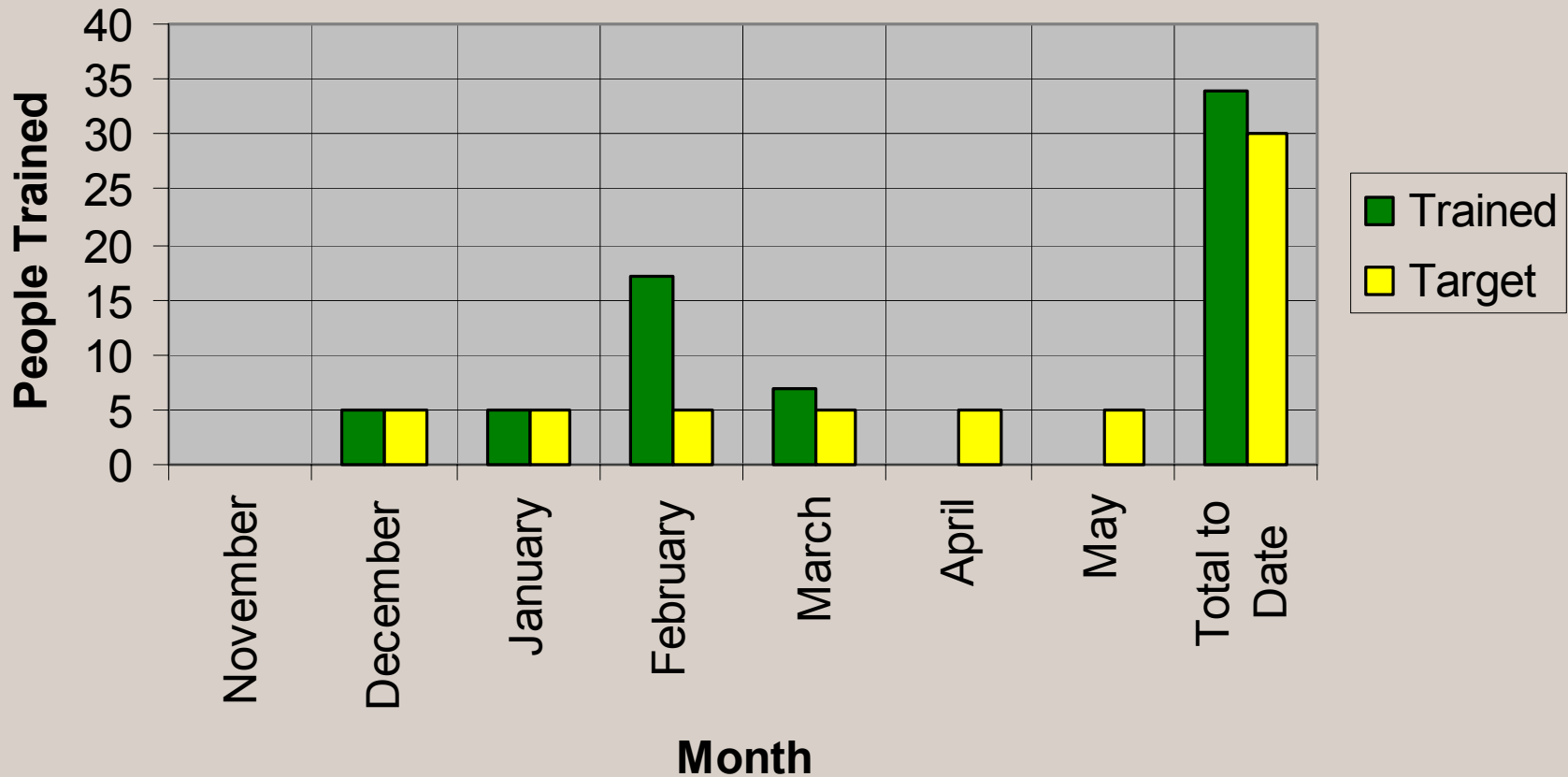




# Number of People Trained

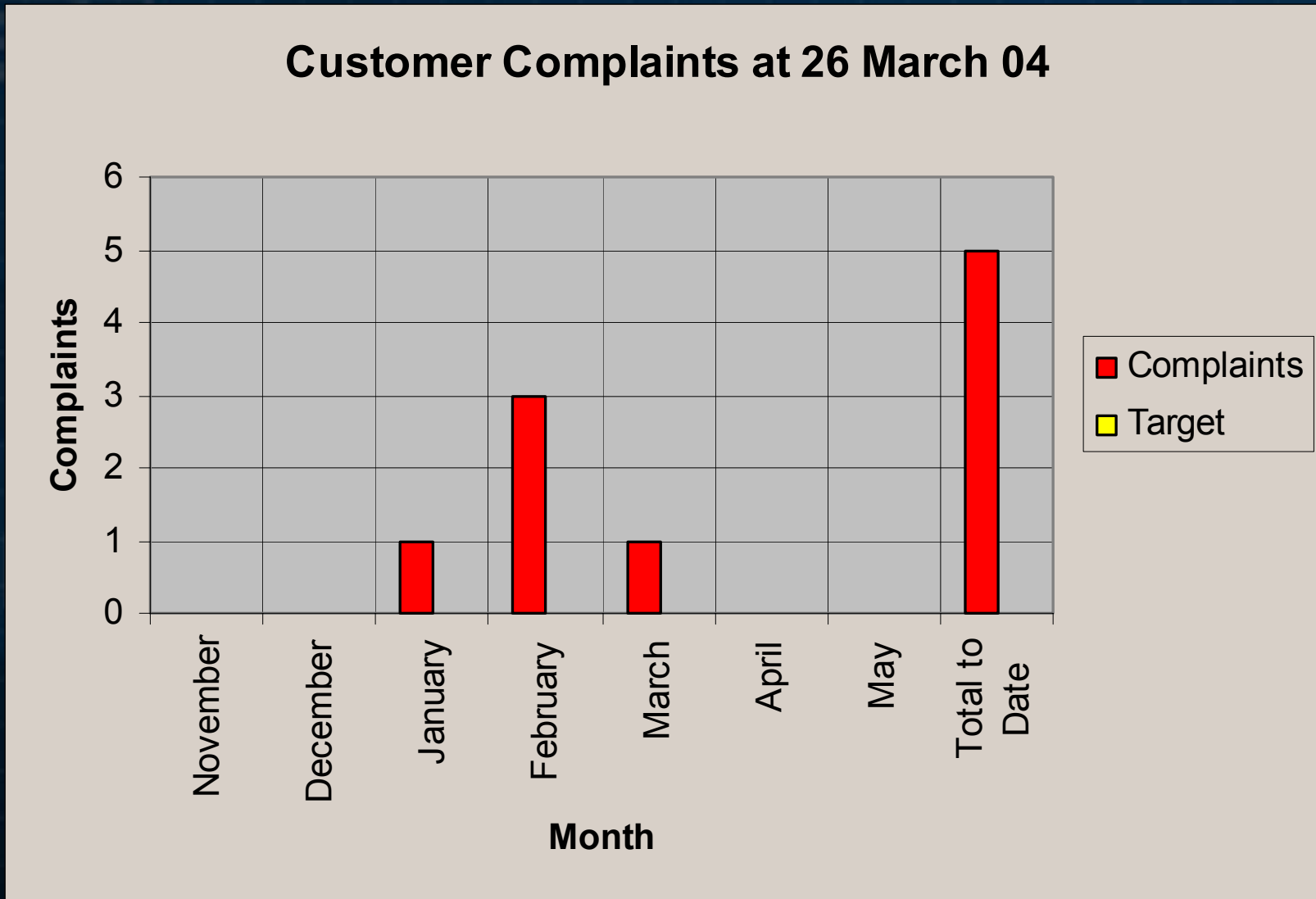


People Trained at 26 March 04





# Customer Complaints

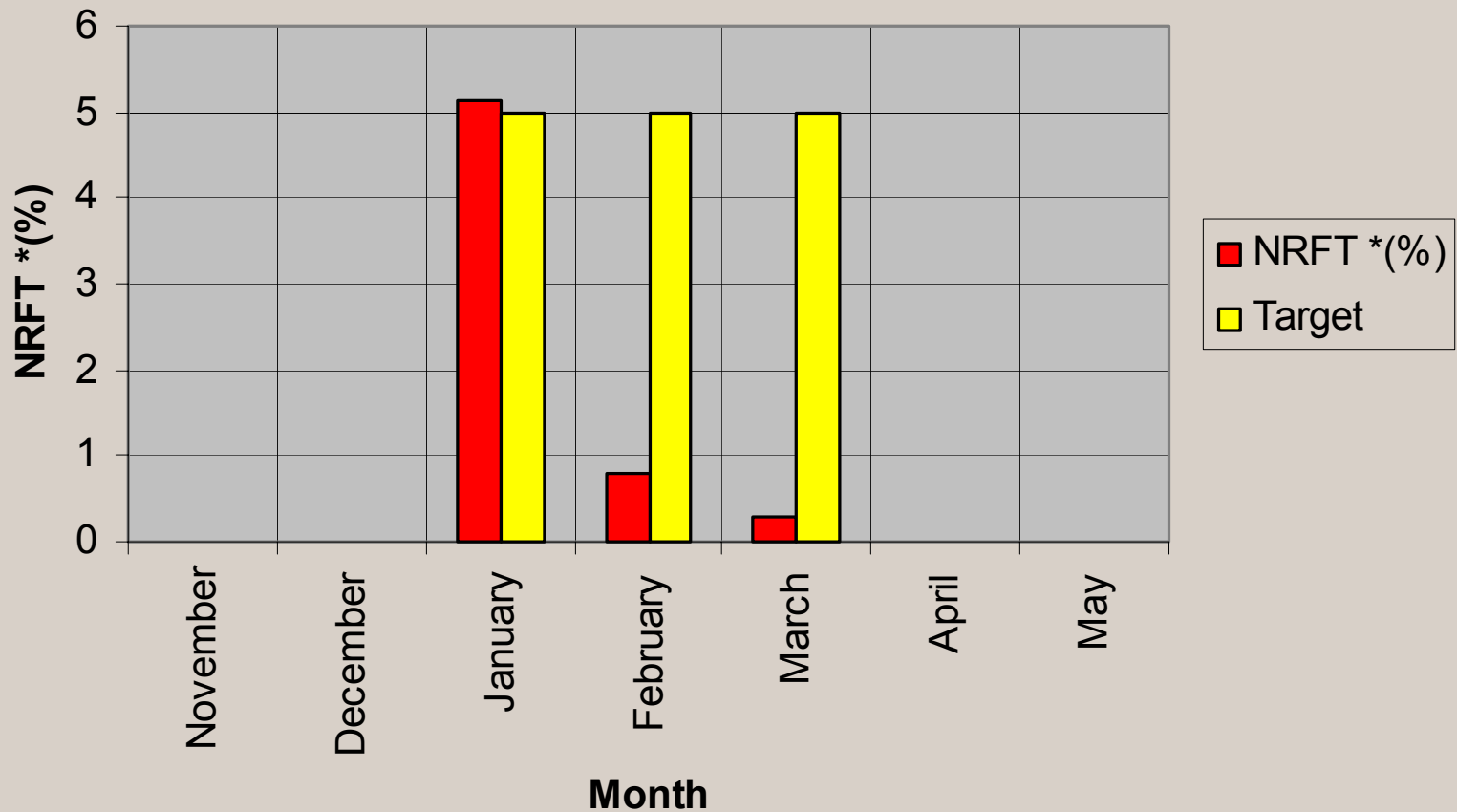




# Not Right First Time



NRFT at 26 March 04 for all products

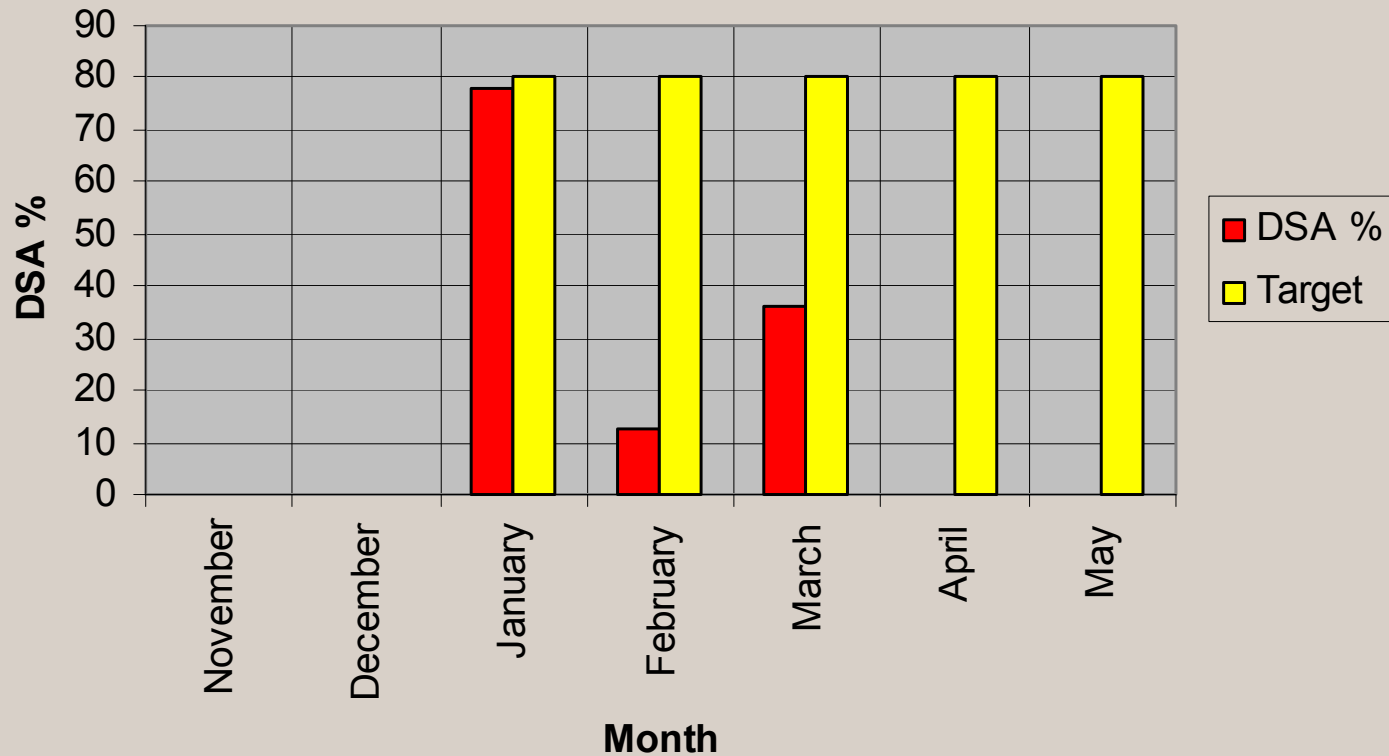




# Delivery Schedule Achievement



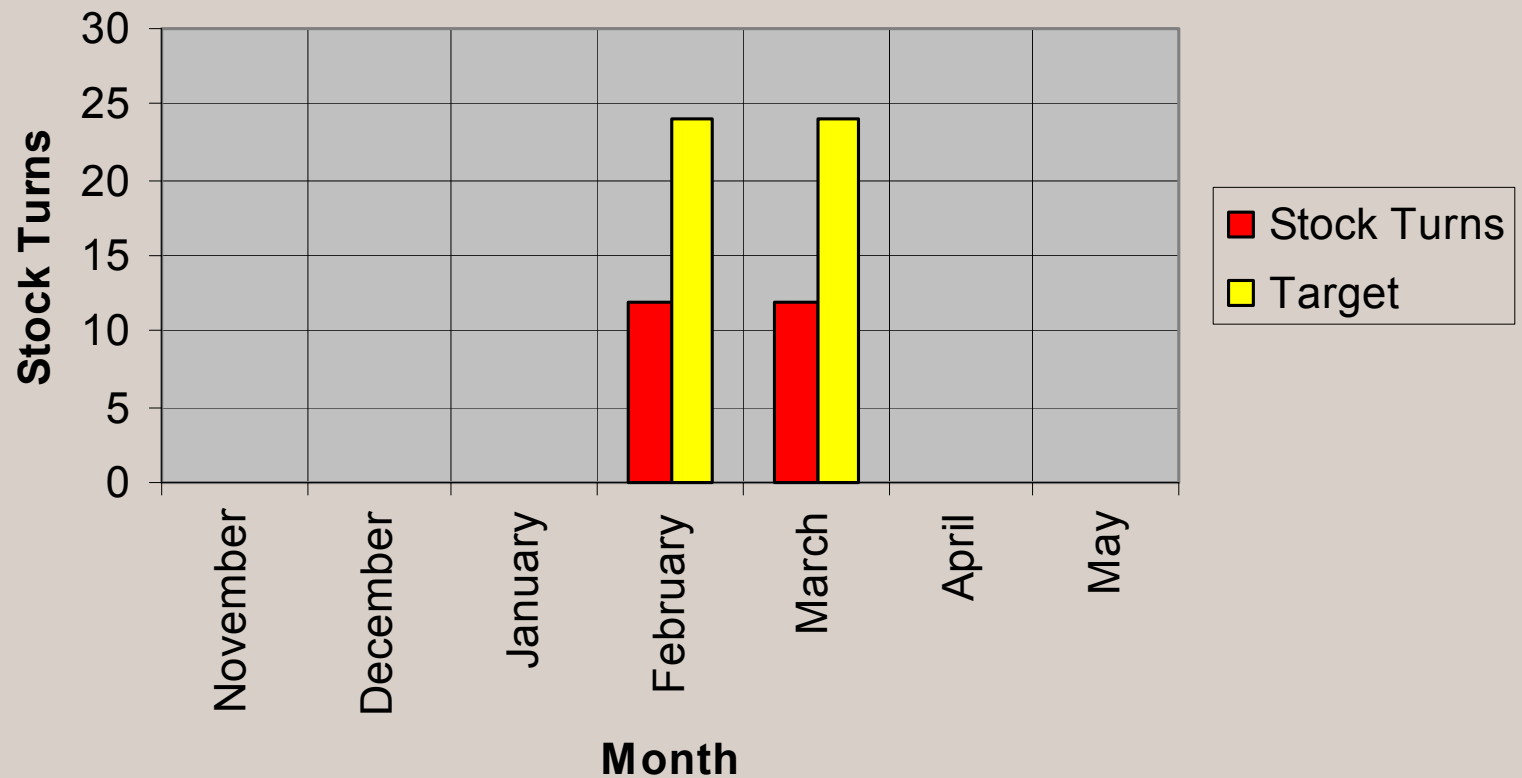
Delivery Schedule Achievement at 26 March 04 for  
\*\*deliveries to the customer





# Stock Turns

Stock Turns at 26 March 04 for Raw Material, WIP and Finished Goods Store







# Top 5C Implementation



Before :

- Separate boxes per product
- Excessive use of boxes
- Excessive floor space used
- Additional work to pick required components

After :

- Boxed kits of components issued to each sewer
- No picking process required
- 1 box = daily target – this means there is no longer a requirement for a production plan.





# Best Improvement



**Improved people productivity by 67% due to**

- **Introduction of supermarket and kanban system for improved planning, throughput, quality and reduction of work-in-progress**
- **Extensive training on**
  - **5C, 7 Wastes and**
  - **1-piece flow**
  - **Supermarket concept**
  - **Kanban concept**
- **Improved line supervision**





# Conclusion



- Benefit to company
  - Improved production outputs and flexibility to production changes
  - Improved line layouts
  - Reduced work in progress
  - Improved process flow
  - Using measures of performance to focus improvement activities
  - Improved company sustainability
  - Adherence to training requirements and quality management system
  - Understanding the needs of the customer
  - Improved production management and inventory control
- Cultural changes
  - Awareness training
  - Involvement from staff
  - Openness to change
  - Strong support from MD for current and future projects
  - Strong initiative by Co-ordinator





# Lessons Learned (Across the cluster)

- No retrenchments to be contractually agreed
- Future programmes to run for atleast 1 year per company as done in India which runs up to 3 years
- Training of all management personnel through joint sessions prior to programme commencement
- Enforcing preliminary measures prior to programme commencement
- Performance appraisal of participating companies throughout the programme
- Improve programme organisational structure and responsibilities
- Improve timing of monthly review meetings
- Additional involvement from STA personnel from the OEM





# Potential Future Projects



- Business Process improvement projects
- Market Access Coaching Programme
- Factory expansion to accommodate new markets
- Improved sewing technology to accommodate new markets

