Our team worked on solving the backlog issue of Greiner Aerospace by eliminating waste from overall process of CNC foam cutting machine.

Greiner Aerospace is a leading manufacturer for aircraft seats and cushions. Currently, it is experiencing backlog of orders due to inefficiency of CNC foam cutting machine. The overall goal of the team is to increase the throughput of the machine by maximizing the amount of time it works on the end product. This can be achieved by identifying and eliminating wastes in the process.

Define
- The major contributor to backlog is the CNC machine being bottleneck of the entire process.
- Goal is to increase the efficiency of their CNC foam cutting machine.

Measure
- Machine and operators idle time.
- Overall availability of the machine.
- The time study data.

Analyze
- Process flow
- 5-Why Table
- Root Causes analysis

Improve
- Use vertical foam cutter to Precut
- Introduce sound alert system.
- Implement well defined roles and process.

Control
- Developed standardized process documentation.
- Implemented periodic monitoring and testing.
- Initiated training and continuous improvement.

23% time saved by eliminating 4 activities:
- Pre-cutting
- Get New Block
- Operator Sorting
- Machine Waiting

Greiner will be able to save $7,895 monthly and $94,740 annually before deducting the suggested implementation cost of $1,795 every year.

We were able to reduce non value added steps and improve overall process. Engineering standards were set in place for smooth flow of the process. Sustainability plan was established to control and sustain the current improvements.

Eliminate set up time by introducing a measurement technique that effectively contains the block in a proper position.