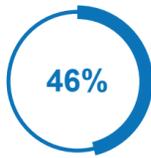




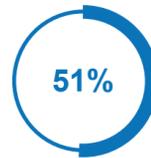
CASE STUDY: HESTO HARNESSSES



PROJECT OUTCOMES:



Improved mould
changeover time



Improved downtime due
to machine breakdowns

Unlocked capacity to localise an additional 18 identified plastic parts

COMPANY BACKGROUND:

Located in Stanger, 90km north of Durban, Hesto Harnesses produces wiring harnesses and instrument clusters. The firm employs 2,100 people. Hesto was established in 1989 and has been a subsidiary of Metair Investments Limited ever since. In 2006 Hesto entered into a joint venture with Yazaki Corporation. The JV offered Hesto access to Yazaki's technologies and provided the manufacturer with valuable exposure to world-class production processes and training. Hesto prides itself on having achieved numerous awards from major vehicle producers in South Africa over the past 25 years.

PROJECT SCOPE:

The project focused on improving the internal reliability and flexibility of Hesto's injection molding facility through the following five priorities:

- 1 Equipment condition**
Return all items of equipment and machinery to standard.
- 2 Tooling**
Active maintenance of tooling and molds to fill capacity of tools.
- 3 Mold change over time**
Study current change over methods, sequence and time taken. Identify inefficiency and task carried sequentially that may be performed concurrently and where possible eliminated.
- 4 Standard production pattern**
Standardize weekly production pattern to quantify runtime, change over times as percentages of available production time.
- 5 Available capacity**
Calculate capacity available to introduce additional molds.

ACHIEVEMENTS:

A team of highly committed individuals from Hesto Harnesses supported by an experienced lean specialist delivered an excellent project outcome. Lot sizes of molded parts were reduced and changeover times improved to free up valuable production capacity.

COMMENTS:

John Chandler, Hesto's Managing Director, noted: "the additional capacity generated as a result of the ASCCI project will enable the business to drive further localization of its plastic parts."

Theo Govender, Senior Manager Purchasing at Toyota noted: "as a result of this improvement activity, Hesto has managed to create capacity in their injection molding plant and have identified 18 parts for additional localization."