

# ASCCI WORLD CLASS MANUFACTURING CASE STUDY

## LUMOTECH

### COMPANY BACKGROUND

Lumotech is an automotive lighting specialist company that was established in 1957 in Uitenhage, South Africa. Lumotech is now a part of the Metair Investments group, and it produces lighting products for the automotive industry as well as other commercial applications. As a Level 4 BBBEE supplier, the company has established technical agreements with Hella, Germany and Koito, Japan and supplies replacement parts to a number of South African based OEMs and dealer networks. Lumotech's automotive product range includes headlights, tail lights, spot lights, signal lights, and specialised plastic injection moulded parts.

### WCM PROJECT SCOPE

Lumotech has a capital-intensive production process. This reliance on capital equipment demands that equipment operating times be maximised in order to drive greater levels of efficiency and competitiveness. ASCCI supported Lumotech with the introduction of a Haldan Manufacturing Execution System (HaldanMES) and this occurred over two phases. The first phase was the installation of the HaldanMES modules on the head light and tail light assembly lines. The second phase was an extension of installation and the introduction of service departments to the system to drive broader implementation.

### PROJECT OUTCOMES

Thanks to Lumotech's proactive engagement with the HaldanMES, the team has driven meaningful improvements in the utilisation of equipment.

#### Impact on new line:

The HaldanMES was installed on a new line with the introduction of a new product using new technologies and operating personnel. The transparency provided by the system was crucial in identifying the teething problems, making improvements, and getting the operators to perform at the correct pace during the ramp up phase. The result was a quicker and more effective ramp-up, which would not have been possible in the absence of the system.

#### Impact on existing lines:

In areas of existing production, the data derived from the HaldanMES has enabled teams to work together to better interrogate and understand the root causes of process delays and reoccurring problems. This has supported an improvement in OEE of between 2.5% and 5% depending on the piece of equipment.

Lumotech's Managing Director, Wolfgang Ropertz, noted that *"by recording and analysing the lost time details and forming multi-disciplinary problem-solving teams, Lumotech has been able to make great improvements in OEE."*