



Lineage Logistics confident TMAC coaching will improve company's operations

Customer:

Lineage Logistics

County:

Hidalgo

Industry:

Port warehousing, logistics, cold storage
NAICS: 493120

TMAC Services:

Lean Champion

Who to contact:

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TMAC Specialist
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Contact TMAC today for your free mini-assessment.

Call 956 665-7011 or visit our website at

www.tmac.org

Based in McAllen, Lineage Logistics offers a wide range of port warehousing, logistics and cold storage services including repackaging for both fresh and frozen fruit and vegetable customers, frozen storage, import/export, processing space and support. The company is housed at two temperature-controlled McAllen facilities, one on South Ware Road in a 222,099-sq. ft. building and another on West Military Highway in a 432,143-sq. ft. facility.

The Situation

The Embassy Packaging facility, a part of Lineage cold storage warehouse, was experiencing problems associated with downtime and waste caused mainly by machine-faulted defects, set-up defects and an inefficient floor layout. The packaging facility seems to have too many defects leading to the root cause of machine downtimes, TMAC Specialist Oscar Barrenechea noted in his report. The objective, he added was to develop methods and solutions to eliminate production waste and prevent the defects from occurring by reducing or altogether eliminating them. In all, TMAC identified 15 areas that needed to be addressed, most of them needing just a little tweaking.

The Solution

TMAC started classroom training, planning and preparation with the participation of 13 teams including two UTPA students in April 2014. Through exercises and handouts, TMAC Specialist Barrenechea explained Lean Manufacturing concepts like SMED (Single Minute Exchange of Dies), Poka yoke (mistake-proofing) and 5S System (Sort, Set-In-Order, Shine, Standardize, Sustain) that were employed to execute/implement the projects to help reduce the defects and their downtime. The training was followed by projects implementation by Lineage through coaching by TMAC.

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The Results

After partial implementation of the projects, it was noted that the company's main defects with its bagging machines were reduced and thus eliminating most of the downtime problem. The downtime for open bags was cut from 5.5 hours to 2.3 hours. Also, it was projected the company would slash travel time between the facility and freezer by 21 percent; reduce waste by 25 percent annually; and reduce overall set-up times. By reducing set-up times, Lineage is projected to increase productivity by 7.45 percent. Implementation of the projects is ongoing. TMAC is committed to Lineage to perform follow-ups and hopes to wrap it all up by November 2014.

"TMAC has been absolutely helpful. The Lean program training gave us support for our 4DX leadership program ... employees and leadership on specific projects."

- David Davila

Lineage Logistics HR Director

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