Implementation of Overall Equipment Effectiveness (OEE) in Garment Manufacturing Industry

Abher Rasheed, Muhammad Babar Ramzan, Ateeq ur Rehman, Muhammad Salman Naeem

Department of Garment Manufacturing, National Textile University, Faisalabad, Pakistan

babar_ramzan@yahoo.com, ateqgmtech@gmail.com

Abstract

Nowadays, economic condition and consumer demand are changing rapidly in terms of product quality, minimum lead time, and consistent product at a lower price. Accomplish all these demands of the consumer have been a challenge to the industry. These changing demand can only be fulfilled by the effective applications of scientific methodologies like Lean manufacturing. The idea behind the lean manufacturing is that to maximize the customer value and reducing the waste. There are different tools of lean manufacturing those are used to remove nonvalue-added activities (waste) from the system and encourage value-added activities. The Overall Equipment Effectiveness (OEE) is also a performance measurement tool of lean that helps to recognize and reduce the bottleneck operations, quality loses and etc. OEE has been implemented in different industries, however, there is a need to implement this useful lean tool in the textile and clothing industry as well.

This study implemented OEE in garment manufacturing unit for making a process smooth, consistent, and rejection free. For this purpose, a T-shirt manufacturing unit of a garment industry was selected and methodology was defined to implement OEE in the selected manufacturing unit. At first stage, the baseline study was conducted to measure the current value of OEE that revealed that the value of OEE factors i.e. availability, performance, and quality is 82.13%, 82.24%, and 57.96% respectively. While the overall value of OEE is 39.15%. These values were compared with world-class values of OEE that helped to highlight the deficiency areas which create waste or loss of resources. The route cause analysis was carried out to remove or mitigate the effect of potential problems to improve the values of OEE factors and ultimately the overall values of OEE. This process was carried out in three stages. After continuous improvement, the values of availability, performance, and quality improved to 88.64%, 87.44%, and 84% while the overall value of OEE improved to 65.11% which is far away from the world-class value i.e. 85% however, it is above the industry average value of OEE.

The successful implementation of OEE indicated that the quality and productivity can be monitored and improved by looking at the values of availability, performance, and quality. This study has been conducted at the macro level by taking the complete manufacturing line however, the further study should be conducted at the micro level by implementing OEE on individual operator/operation.

Keywords

Lean Manufacturing, Overall Equipment Effectiveness, Downtime, Process Performance, Product Quality.

Biographies

Dr. Abher Rasheed Babar Ramzan is an Assistant Professor in the Garment Manufacturing Department at the National Textile University, Faisalabad, Pakistan. He earned his BS in Textile Engineering from National Textile University Pakistan, MS Textile Materials and Processes from ENSAIT/ENSAM France and Ph.D. in Textile
Engineering with focus on SMART textiles from Université de Haute Alsace France. He is doing research on SMART textiles, the comfort of the textile materials, clothing engineering and quality management.

**Ateeq ur Rehman** is Lecturer in Garment Manufacturing Department at the National Textile University, Faisalabad, Pakistan. He earned B.S. in garment manufacturing from National Textile University and worked in renowned garment manufacturing industries of Pakistan. After Joining National Textile University as Lecturer, He earned his Master degree in Textile engineering as well. His research areas are industrial engineering, process improvement, and garment technology.

**Dr. Muhammad Babar Ramzan** is an Assistant Professor in the Garment Manufacturing Department at the National Textile University, Faisalabad, Pakistan. He earned his BS and MS degree in Textile Engineering from National Textile University. He worked for different garment manufacturing industries in the departments of quality, production, and industrial engineering. He did his Ph.D. in industrial and management engineering from Hanyang University, South Korea. His research areas are textile and clothing, garment manufacturing, lean manufacturing, and quality management.

**Dr. Muhammad Salman Naeem** is an Assistant Professor in the Garment Manufacturing Department at the National Textile University, Faisalabad, Pakistan. He earned his BS degree in Textile Engineering from National Textile University. After serving the garment industry for two years, he joined academia and earned his MS degree in Textile Engineering. He did his Ph.D. in advance material engineering from the Technical University of Liberec. His research areas are textile and clothing, garment technology, and advanced textile materials.