mlean®

Success story

Improving efficiency, saving time: Antolin & the AM

Introduction

Antolin, an international automotive manufacturing company, has plants in 25 countries spanning 5 continents, and employs over 28,000 people.

It's a world leader in its industry, and we're delighted that our mlean Production System (or at Antolin, the Antolin Mobile Tool, or AMT) has found a productive home in 50 of their factories.

From Mexico to India, the AMT is leading a drive towards digital transformation and continuous improvement across Antolin.

So why was it deployed? And what's been the result?

We spoke to representatives of their Tlaxcala (Mexico) and Lusitania (Portugal) plants to understand why they introduced the AMT and the value it's brought to their processes.

Background

Antolin had an issue with how they were gathering data. In their Tlaxcala plant, they were dependent on spreadsheets to store and display information across teams.

A similar issue was occurring in their Lusitania plant, causing a huge admin burden that drained the team's time.

This was creating natural silos of data in different parts of the operation. In turn, this made sharing and displaying information at crucial points very difficult.

How could Antolin hope to achieve group-wide changes if their processes remained analogue?

It was in answering this question that they turned to the AMT.

An appetite for change

‘What can’t be measured, can’t be controlled’

This is the operating motto of the Antolin plant in Tlaxcala.

So it’s no surprise that, before using the mPS, the Tlaxcala plant was using o**ver 100 spreadsheets to collect and report information across the factory.**

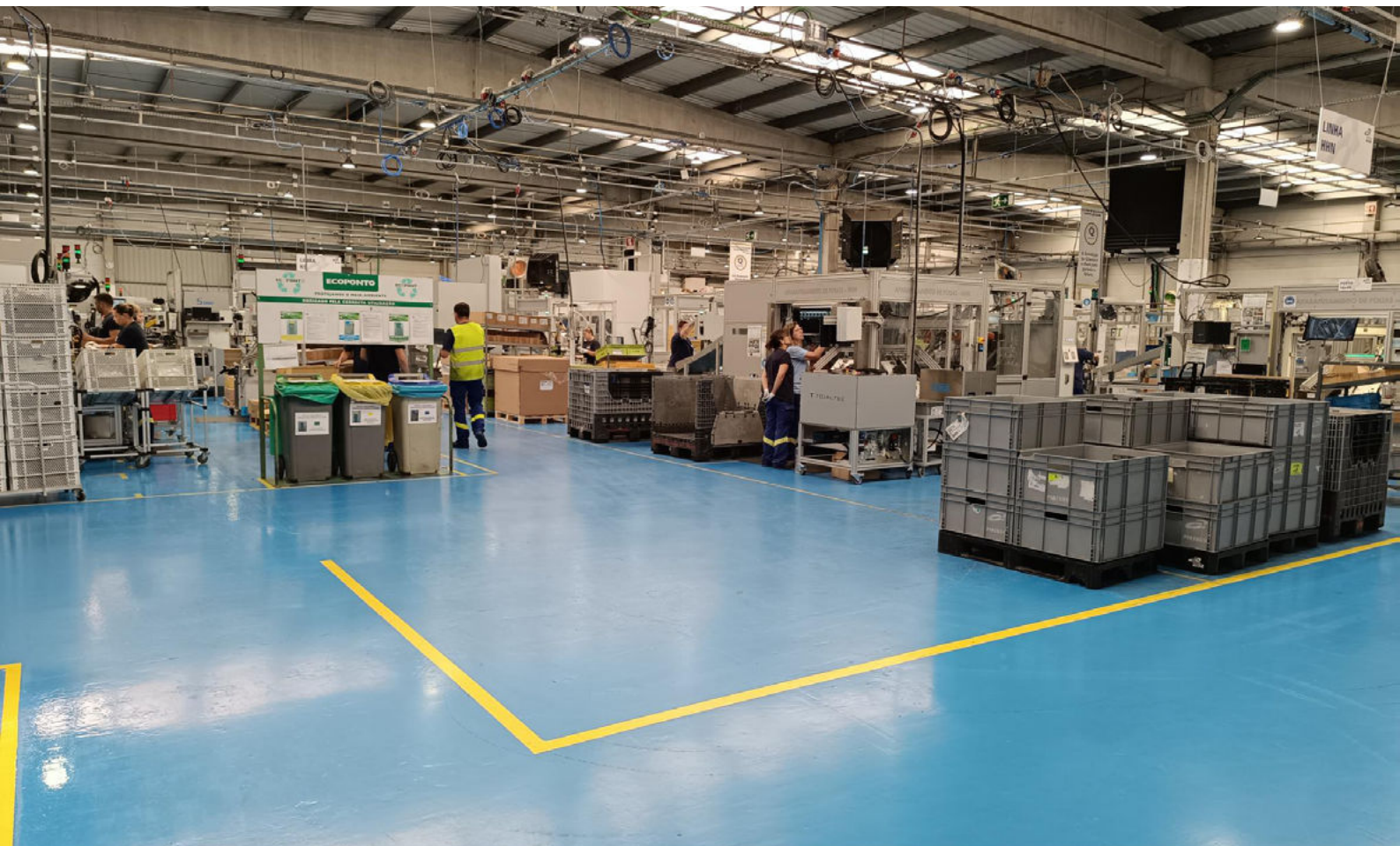
But, as the team experienced on a daily basis, this created a series of problems related to visibility and isolation of information.

‘Despite each department following their due diligence, we were working in silos, and we didn’t have any real visibility into what the other departments were doing or what their metrics looked like.’

Alejandra García López

Opex Manager & AIS Pilot in Antolin Tlaxcala

This was an issue they needed to solve if they really wanted to improve performance.

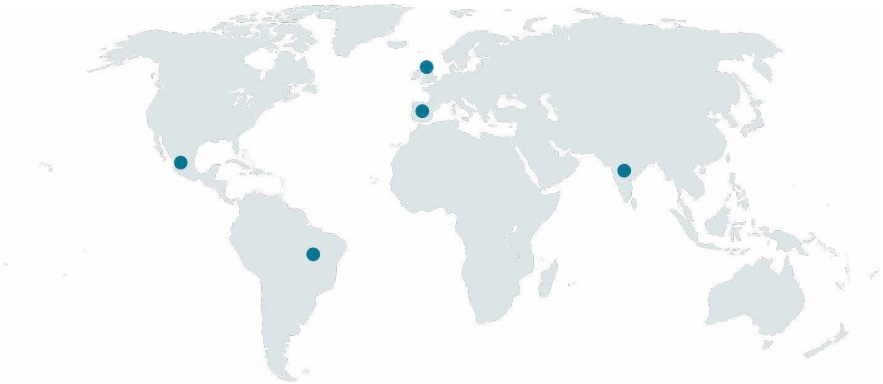


Enter the AMT

Clearly, the team saw a need to digitise their information management and make it more accessible across departments.

As Arab Hrizi., Managing Director in Antolin Tlaxcala, told us, the appetite was there. They were just having some initial blockers.

Now, the Tlaxcala plant is one of 5 'lighthouse' factories; plants that lead the way with AMT and support others with implementation.



What is the AMT?

The Antolin Mobile Tool (AMT) is a web and mobile system, in constant evolution, that digitises the Antolin Industrial System and promotes Continuous Improvement Culture across Antolin.

For Tlaxcala and Lusitania, the AMT was able to solve the issue of information collection and

'I no longer have to go to colleagues and ask them to tell me what folder the documents I need are in.

Today, we have a single screen where you can get all the information you need at a glance and also in granular detail, which has allowed us to become more agile and engaging.'

Ruiz Araujo

Plant Director of Antolin Lusitania

Combine this with a set of tools that allow them to act on data quickly, and standardisation efforts became much easier across the company.

‘Now, every supervisor and every engineer can review any process from their tablets or smartphones. They’re able to carry out an audit by answering simple questions, allowing them to narrow down their focus and complete really good audits.’

Arab Hrizi
Antolin Tlaxcala

Upgrading processes

A big part of the success Antolin had with the AMT was down to the attitude they took in implementing it. Rather than treat the AMS as a shiny new tool, they tried as much as possible to integrate it within daily work processes.

‘We’ve never seen the AMT as an alternative tool to the ones we had before. Instead, we’ve treated it like a substitute for the processes we had before.’

Arab Hrizi
Antolin Tlaxcala

This mindset was perfect for making a wholesale change quickly and effectively. Instead of seeking to completely up-end how they worked previously, the AMT became a one-stop hub for important information across media types.

The effect was high usage across all levels of the organisation.

‘Not only do I use the AMT to check the information registered every day, but every manager does so too, as well as their supervisors.’

Arab Hrizi
Antolin Tlaxcala

The AMT has helped the entire factory become more connected and efficient, not least in how information is collected and reported.

This effect was also clearly observed in Lusitania, where life has been made much easier with a centralised system everyone can easily use.

‘The first thing we noticed after implementing the AMT was how much time our line managers saved carrying out their tasks. The fact they can now share any data straight from the production lines has been an absolute game-changer in terms of reporting speed and visibility.’

Ruiz Araujo
Plant Director of Antolin Lusitania

The handover of information from the production lines is seamless, giving managers and supervisors greater insight and control.

This dynamic is essential for the broader project the AMT is a part of.

Working ‘indoors’

For a tool with many applications, how can the purpose of the AMT at Antolin Tlaxcala be summarised?

Two words: **optimising processes.**

As Arab H. explains, you have two main options when working on this: working indoors, and working outdoors. It was the former that the AMT helped them most with.

‘When you’re working outdoors, it’s because you’re focusing on client or provider issues; and when you’re working indoors, you’re focusing on production and production systems, which are the foundations of optimum costs, quality, development, and engineering.’

Arab Hrizi
Antolin Tlaxcala

Getting their house in order through digital continuous improvement tech allows Antolin to improve their efficiency and reduce costs across their lines.

And it harks back to their motto of, 'what can't be measured can't be controlled', because **they're much better able to both measure and control the inner workings of their factory.**

'And that's what we've done with the AMT; we've focused on working indoors and we've implemented an invaluable tool for the supervisor, which has now become the beating heart of the whole plant.'

Arab Hrizi
Antolin Tlaxcala

The result?

For a plant and company so focused on collecting and interpreting factory information, how has the AMT proven itself in metrics?

Since its implementation, the AMT has helped Antolin save a significant amount of time and improved, across a number of important percentages, the efficiency of its operations.

'Auditing is the area where we gained the most amount of time, undoubtedly.

Before, it could take me up to 4 hours to be able to follow up all the auditing-related actions, while now, I get all the visibility I need in about 5 minutes just by clicking a button on the AMT.'

Julia Alves
Director of Production, Antolin Lusitania

Time-saving, coupled with steady improvements elsewhere, mean that plants with the AMT are seeing some encouraging stats.

'This year we've already reached a 5% improvement in maintenance costs, and 1.15% in overall quality, and it's thanks to the implementation of the 5S Workshop module.

We've also seen an increase of 15% in efficiency related to employees.'

Arab Hrizi
Antolin Tlaxcala

+5%
improvement in maintenance costs

+1.15%
improvement in overall quality

+15%
efficiency related to employees

In numbers

Tlaxcala

Time-saving, coupled with steady improvements elsewhere, mean that plants with the AMT are seeing some encouraging stats.

+400
standards in the system

1,622
audits completed following **26** workstation states of reference

687
workstation audits

725
Kamishibai audits

3,502
ILUO and Action Plan audits

The result of these efforts is that the **OEE% now stands at 89, one off their target of 90%.**

This wouldn't be possible without the AMT.

Lusitania

Similarly, Lusitania are making excellent use of the AMT and its features. Here's a snapshot of how they've used the tool:

175
total Visual Standards

307
5S standards, following 5 states of reference

3,106
Job Observation points

3,668
Kamishibai

1,626
Actions

And what's the payoff for Lusitania? **1,600 hours freed up per year in admin**, a huge saving critical for continuous improvement.

Ready to work ‘indoors’ with the AMT?

The AMT has a proven track record in improving factory processes.

From Tlaxcala and Lusitania to many other plants, it’s making factories work smarter and more effectively the world over.

With a free demo, you can see for yourself how the AMT helps you reduce waste, improve efficiency, and increase profitability.

What are you waiting for?

Book a demo

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