

Abstract

This master thesis – Efficiating production and equipment maintenance on the account of AS Sarkop– deals with possibilities of making a company engaged in production of customized furniture more effective. The thesis considers an enterprise to be a wholesomely functioning unit, where the fluency of the production process depends on the co-operation of all the sections.

The main aim of this study is to provide distinct ideas to increase the production efficiency while considering the views and proposals of all the participants involved in the process. The secondary aim is to examine the current procedure of equipment maintenance and analyse whether it would be reasonable to implement some alternations.

The primary study method used is the data collection and analysis through inquiries from the AS Sarkop database. The main methods in the enhancement analysis were observation of the manufacturing process, communication with all of the departments and the conducting of an enquiry.

The results show that factors hindering the production arise already during the initial phases, more exactly throughout the input drafting and preparation period. The current study concentrates on the improvement proposals driven by intercompany processes since the unavoidable factors such as holdback in raw material supply cannot be altered by the company. The abidance to planned deadlines by AS Sarkop is influenced by prior mistakes made in measuring and imprecise data of the raw materials. The punctual filling of special and standard material tables is essential for the work in the pre-production phase. Following these operations accurately saves a significant amount of time.

In order to eliminate issues that occur in the main phase, four new woodworking machines, a precision saw, industrial calibrating and sanding machines and a boring machine, need to be purchased. It is concluded from the analysis that for increased profitability through improved efficiency it is vital to renew the technology of the finishing chamber and to replace the sanding machine. According to the cost-benefit analysis, the investment to the precision saw and the boring machine is not practical at present as the payback period is too long.

During the study it became evident that the current maintenance process of the factory equipment should not be altered as the specialists and operators of various machines

performing the servicing at AS Sarkop are competent and managing soundly. The maintenance of the four bigger and more complex machines is handled thoroughly after every half a year by maintenance companies.

The study points to the importance of correctly following the safety regulations, which being ignored can possibly cause a malfunction. Furthermore, alarm buttons should be installed on the machinery to indicate the necessity of possible repairs.

Based on the case of AS Sarkop it can be concluded that in order to enhance the manufacturing process, it is relevant to implement a precise and first-rate work process between different departments as well as a fluent workflow of necessary equipment. While the investment in new machinery previously requires a solid cost-benefit analysis, the most important aspects of making the labour force more productive are mutual communication and co-operation of the departments in the production processes. The maximum efficiency can only be obtained when the individual performance in the manufacturing processes becomes a subject to the efficiency of the whole enterprise.