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# AN IMPROVED APPROACH TO LINE BALANCING FOR GARMENT MANUFACTURING

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Dissertation submitted in partial fulfilment of the requirements for the degree Master  
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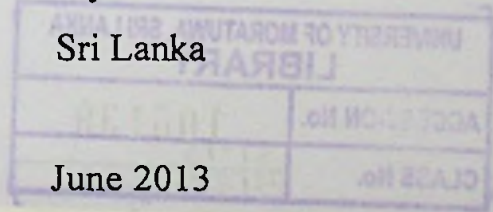
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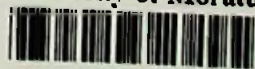
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## **DEDICATION**

This report is dedicated to the Factory Manager of Quantum Clothing Lanka (Pvt) Ltd, Sri Lanka, Mr. Lakshman Perera to let him know the performance of the studied production line for further improvements.

## ACKNOWLEDGEMENT

In conducting this research, many individuals supported me in numerous ways. First of all, I thank Professor H.S.C. Perera, Department of Management of Technology, University of Moratuwa, Sri Lanka, Dr. T. S. G. Peiris, the Course Coordinator of M.S.c in Operational Research (2008 Batch) and Dr. S.T.W.S. Yapa, Department of Decision Sciences, University of Sri Jayewardenepura, Sri Lanka for the valuable guidelines provided me to select this area for the research.

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## ABSTRACT

Most of the time, production managers in the garment industry are unable to complete the orders at the scheduled time. One of the reasons is the unavailability of a Line Balancing procedure that could encompass the stochastic nature of the garment manufacturing process, which is manifested through the likes of variability of operating times, machine breakdowns, reworking and breaks of operators. The objective of this research is to introduce a new line balancing procedure through giving due consideration to the above mentioned stochastic nature of the process. Having selected a sewing line which consists of experience operators in a garment factory, the process times of operations, time spent for selected non value added activities were recorded. After that, probability distributions were fitted for each operation. In addition to processing times, hypothetical probability distributions were assumed with regard to breaks of operators. Next, an initial algorithm was developed. Afterwards, the work of each operator was modelled in Arena in order to test the algorithm. Then, the initial algorithm was developed by adding different activities in order to make all decisions with regard to work allocation so that the expected line target is achieved with minimum number of operators. The first step of the algorithm is collecting necessary information (order size, available time for the production, cycle times of operations, and types of failures of resources). Second step is estimating Standard Probability Distributions with regard to operations, failures of resources and determining the required production rate. Third step is developing the precedence diagram for the manufacturing process. Next step is simulating the work of workstations after assigning one operator and one feasible operation to them. Afterwards, the number of operators and number of operations required for workstation is finalized based on the analysis of simulated daily production quantity. In order to use this algorithm in the real world, a data base should be maintained to record cycle times, types of failures of resources, up times and down times with a view to estimate probability distributions. Moreover, this algorithm assumes every operator is multi skill and performs consistently.

# TABLE OF CONTENTS

Declaration of the candidate & supervisor	iii
Dedication	iv
Acknowledgements	v
Abstract	vi
Table of content	vii
List of Figures	xi
List of Tables	xiii
List of abbreviations	xv
List of Appendices	xvi
1    Introduciton	1
1.1    Background	1
1.1.1    Introduction to Garment Industry	1
1.2    Problem Statement	2
1.3    Objectives of the Research	3
1.4    Scope of the Research	4
1.5    Significance of the Research	4
1.6    Organization of the Report	4
2    LiteratureReview	6
2.1    Introduction	6
2.2    Introduction to Garment Manufacturing Process	6
2.2.1    Designing the Garment	6
2.2.2    Pattern Making	6
2.2.3    Sample Making	7
2.2.4    Grading	7
2.2.5    Marker Making	7
2.2.6    Spreading	7
2.2.7    Cutting	8
2.2.8    Sorting/Bundling	8
2.2.9    Sewing	8

2.2.10	Inspection	8
2.2.11	Packing	8
2.3	Introducing the Selected Garment	9
2.4	Key Concepts	11
2.5	Classification of Assembly Line Balancing	11
2.6	Time Measuring Methods used in the Clothing Industry	12
2.7	Criteria for Measuring the Effectiveness of Line Balancing	13
2.8	Assembly Line Balancing Problem	14
2.9	Existing Line Balancing Procedures for Clothing Industry	16
2.9.1	Widely Applied Balancing Procedure	16
2.9.2	Line Balancing using Simulation Techniques	17
2.10	Conclusion	19
3	Methodology	20
3.1	Introduction	20
3.2	Data Collection Procedure	20
3.2.1	Sampling Procedure	21
3.3	Problems Encountered During the Study	21
3.3.1	Inconsistencies in the Production Process	21
3.3.2	Nature of Observational Studies	22
3.3.3	Cleaning Process	22
3.3.4	Data Recording System in the Factory	23
3.3.5	Process Improvements	23
3.3.6	Less Number of Participants	23
3.4	Data Analysis Procedure	23
3.5	Introduction to Simulation	24
3.6	Significance of use of Simulation in Modelling Production Lines	24
3.7	Introduction to Simulation Software	25
3.7.1	Introduction to Arena	26
3.7.2	Arena Modules	26
4	Results	27
4.1	Introduction	27

4.2	Composition of the Sample	27
4.3	Data Analysis of Processing Times	29
4.4	Data Analysis of Non-Value Added Activities	41
5	Time Study Approach	47
5.1	Introduction	47
5.2	Introduction to Time Study	47
5.3	Collecting Related Information	48
5.4	Breaking Down the Operations into Elements	49
5.5	Determining the Sample Size	49
5.6	Recording the Processing Times	50
5.7	Assessing the Rate of the Working	51
5.8	Computing the Basic Time	51
5.9	Determining the Allowances	52
5.10	Deciding the Standard Time	53
5.11	The SPD Concept	53
6	Modeling the selected Production Line using Arena	54
6.1	Introduction	54
6.2	Determining the Processing Rate	55
6.3	Modelling the Arrivals to the Production Line using Arena	56
6.4	Modelling Productive Operations	57
6.5	Modelling the Counting and Bundle Handling Operations	58
6.6	Modelling Failures of Operations	62
6.7	Recording Measures of Performances	63
6.8	Application of Sub Modules in Arena	66
7	Balancing the Production Line using Simulation	67
7.1	Introduction	67
7.2	Balancing Process	67
7.3	Application of Resource Sets in Arena for Balancing the Production Line	67
7.4	Development of the Algorithm for Line Balancing	68
7.5	Case I - Balancing the Production Line for 2400 Garments per Day	70
7.5.1	Determination of the first Workstation	70





7.5.2	Determination of the second Workstation	72
7.6	Case II - Balancing The Production Line for 450 Garments per Day	73
7.6.1	Determination of the first Workstation	73
7.6.2	Determination of the second Workstation	74
8	Discussion, Conclusions and Recommendations	76
8.1	Introduction	76
8.2	Application of the widely applied Line Balancing Procedure	76
8.3	Failure of the existing Line Balancing Procedure	78
8.4	Emphasizing the Advantages of the suggested Approach	79
8.5	Limitations of the Research	80
8.6	Recommendations and Future Research	80
Reference List		
Appendix A: Data Collection Format – Cycle Times of value added operations		
Appendix B: Data Collection Format – Non-value added activities		

## LIST OF FIGURES

	Page
Figure 2.2: Production Diagram of the Garment	10
Figure 4.1: Distribution of Cycle Times of PRE-FIX C/FRT OVER LAP	29
Figure 4.2: Distribution of Cycle Times of T/N JOIN S/SEAM	31
Figure 4.3: Distribution of Cycle Times of Z/Z BINDING UNDER ARM	32
Figure 4.4: Distribution of Cycle Times of 3N T/S ELS CUP NECK EDGE	33
Figure 4.5: Distribution of Cycle Times of 3N T/S ELS ATT U/BAND	35
Figure 4.6: Distribution of Cycle Times of 3 STEP Z/Z ELS ATT BACK APPEX	36
Figure 4.7: Distribution of Cycle Times of B/T*2 @ FRT APEX EDGE	37
Figure 4.8: Distribution of Cycle Times of HOOK AND EYE + INT & CARE LABEL	39
Figure 4.9: Distribution of Cycle Times of TRIMMING	40
Figure 4.10: Distribution of Separating 48 Garments	42
Figure 4.11: Distribution of Counting 48 Garments	43
Figure 4.12: Distribution of Bundle Handling Time	45
Figure 6.1: Generating Entities for the Production Line	56
Figure 6.2: Dialog Box of the Separate Module for Duplicating Entities	57
Figure 6.3: Dialog Box of the Process Module for Productive Operations	58
Figure 6.4: Dialog Box of the Batch Module for Creating a Batch	58
Figure 6.5: Dialog Box of the Seize Module	59
Figure 6.6: Dialog Box of the Process Module for Counting	60
Figure 6.7: Dialog Box of the Process Module for Bundle Handling	60
Figure 6.8: Dialog Box for Releasing the Operator	61
Figure 6.9: Dialog Box of Separate Module for Splitting the Batch	61
Figure 6.10: Dialog Box of the Failure Module	62
Figure 6.11: Failure Dialog Spread sheet	63
Figure 6.12: Dialog Box of the Assign Module for Recording the Arrival Time	64
Figure 6.13: Dialog Box of the Record Module for Computing the Throughput Time	65



Figure 6.14: Dialog Box of the Record Module for Computing the Cycle Time	65
Figure 6.15: Sub Model for One Operator's All Tasks	66
Figure 7.1: The Dialog Box for the Simulation Setup	68
Figure 7.2: Algorithm for Line Balancing	71

## LIST OF TABLES

	Page
Table 4.1: Composition of Value-Added Operations by Operator	27
Table 4.2: The Composition of Non-value added activities by Operator and the Type of Activity	28
Table 4.3: Summary Measures of Cycle Times of PRE-FIX C/FRT OVER LAP	30
Table 4.4: Fitted Probability Distribution for PRE-FIX C/FRT OVER LAP	30
Table 4.5: Summary Measures of Cycle Times of T/N JOIN S/SEAM	31
Table 4.6: Fitted Probability Distribution for T/N JOIN S/SEAM	31
Table 4.7: Summary Measures of Cycle Times of Z/Z BINDING UNDER ARM	32
Table 4.8: Fitted Probability Distribution for Z/Z BINDING UNDER ARM	33
Table 4.9: Summary Measures of Cycle Times of 3N T/S ELS CUP NECK EDGE	34
Table 4.10: Fitted Probability Distribution for 3N T/S ELS CUP NECK EDGE	34
Table 4.11: Summary Measures of Cycle Times of 3N T/S ELS ATT U/BAND	35
Table 4.12: Fitted Probability Distribution for 3N T/S ELS ATT U/BAND	36
Table 4.13: Summary Measures of Cycle Times of 3 STEP Z/Z ELS ATT BACK APPEX	37
Table 4.14: Fitted Probability Distribution for 3 STEP Z/Z ELS ATT BACK APPEX	37
Table 4.15: Summary Measures of Cycle Times of B/T*2 @ FRT APEX EDGE	38
Table 4.16: Fitted Probability Distribution for B/T*2 @ FRT APEX EDGE	38
Table 4.17: Summary Measures of Cycle Times of HOOK AND EYE + INT & CARE LABEL	39
Table 4.18: Fitted Probability Distribution for HOOK AND EYE + INT & CARE LABEL	40
Table 4.19: Summary Measures of Cycle Times of TRIMMING	41
Table 4.20: Fitted Probability Distribution for TRIMMING	41
Table 4.21: Summary Measures of Separating 48 Garments	42
Table 4.22: Fitted Probability Distribution for Separating 48 Garments	43

Table 4.23: Summary Measures of Counting 48 Garments	43
Table 4.24: Fitted Probability Distribution for Counting 48 Garments	44
Table 4.25: Summary Measures of Bundle Handling Time	45
Table 4.26: Probability Distribution for Bundle Handling Times	46
Table 4.27: Fitted Probability Distributions for Processing Times	46
Table 7.1: Work Allocation for 2400 Garments per Day	73
Table 7.2: Work Allocations for 450 Garments per Day	75
Table 8.1: Widely Applied Line Balancing Procedure	77
Table 8.2: SMV for Processing a Bundle	78

## LIST OF ABBREVIATIONS

Abbreviation	Description
SMV	Standard Minute Value
SPD	Standard Probability Distribution

## LIST OF APPENDICES

Appendix	Description	Page
Appendix - A	Data Collection Format – Cycle Times of value added operations	74
Appendix – B	Data Collection Format – Non-value added activities	75