Samboro focuses on lean warehouse management

Samboro, the largest ceramic tile manufacturer in Guatemala, has chosen the revolutionary warehouse logistics management model developed by Sacmi-Toyota Material Handling Italia with the aim of extending just-in-time production to the ceramic industry.

Samboro’s factory, along with headquarters and showrooms, is located in the city of Villa Nueva south of Guatemala City and has a production capacity of 35,000 sq.m/day. It also imports products from Italy, Spain and China to complete its range, which is sold both in the domestic market and throughout Central America where the brand has established an excellent position.

The main advantage of the warehouse management model adopted in Villa Nueva is that it improves efficiency by minimising warehouse stocks and the time wastage that typically occurs with traditional order and production process management.

One year on since the Sacmi Group established a business partnership with the material handling specialist Toyota Material Handling Italia, this model is providing an effective rettamento di un catalogo che trova sbocco commerciale non solo sul mercato domestico, ma in tutta la regione centroamericana in cui il brand ha conquistato un ottimo posizionamento.

Principale vantaggio del modello di gestione logistica del magazzino adottato a Vila Nueva è generar efficienza attraverso la minimizzazione degli stock a magazzino e del time wastage connaturato alla tradizionale gestione degli ordini e dei processi produttivi.

Ad un anno dall’ufficializzazione della partnership commerciale tra il Gruppo Sacmi e Toyota Material Handling Italia, specialista in soluzioni di material...
In order to meet market demand while using traditional manufacturing methods, in recent years the ceramic industry has created storage areas that are much larger than the space set aside for production, resulting in inefficiencies and higher costs. The challenge facing today’s ceramic tile manufacturers is the need to deal with ever-shorter product life-cycles and a market where product development and order management are no longer dictated by the manufacturer but exclusively by end customers, who require personalised, differentiated solutions that take cultural contexts and market segments into account.

But what does the model involve in practice? The system developed to optimise the logistics of the finished product yard reduces the number of handling tasks, increases the level of service and cuts management costs. By revolutionising the traditional approach to order picking and preparation, the solution is based on a “goods to personnel” concept in which forklift drivers move around the storage area and bring the goods to the picking personnel who remain in the shipment area. This generates efficiency at all levels by saving time, cost and space, minimising errors at the picking handling, the system properly confirms a valid response to the changing needs of the ceramic industry, namely to produce exactly what the market requires and when. Most importantly, it does this without excessively increasing the size of the storage area, until recently the only way of providing a dynamic response to market needs.
Stage and enhancing safety and traceability throughout the process. Part of a full-scale organisational philosophy inspired by the Toyota Way that can be applied to a wide range of goods and manufacturing processes (the internationally acclaimed Toyota Production System), the model developed for Samboro has been adapted to the needs and the nature of ceramic manufacturing. Stefano Cudicio, a key figure in the Logistics Solutions Division of Toyota Material Handling Italia and a member of the Sacmi-Toyota joint workgroup, explains: “We have implemented steep verticality, adapting to the needs of both production and the end customer. This solution has already been applied successfully in the plastics and food&beverage sectors in the form of the advanced I_Log (Intelligent Logistics) supervision software, which interfaces with every individual stage of production and order management and provides real-time information on warehouse status.” So given the model’s adaptability to a variety of situations and technologies, with logistical sub-systems potentially capable of covering the entire process, “the solution adopted for the finished product warehouse at Samboro is just the first step in a broader kaizen* approach, part of an organisational revolution aimed at establishing a fully make-to-order manufacturing process where warehouse stocks are seen as muda* and minimised or even eliminated altogether.”

In this solution it is not just cutting-edge machinery and technology that generate value but also the implementation of integrated logistic models. Like all revolutions, this change begins with people and processes, the efficiency and effectiveness of which inevitably have an impact on product quality and competitiveness.

“The term Kaizen is formed from the two Japanese words KAI (meaning change or improvement) and ZEN (good or better), and means making a change for the better. Muda is a Japanese term meaning wastefulness and refers to activities that are unproductive or do not add value. It is one of the lean concepts behind the Toyota Production System.”

---

To know more about Samboro’s warehouse, its materials, production processes and the methods adopted for the implementation of an organisational revolution aimed at establishing a fully make-to-order manufacturing process where warehouse stocks are seen as muda* and minimised or even eliminated altogether, visit the i.Rad website and follow the links to the “Case Study” section.

---

*Kaizen è la composizione di due termini giapponesi, KAI (cambiamento, miglioramento) e ZEN (buono, migliore), e significa cambiare in meglio. Muda è un termine giapponese che identifica attività inutili o che non aggiungono valore o improduttive. Fa parte dei concetti lean alla base del Toyota production System.
Le pistole della serie Diamond, totalmente coibentate, proteggonolo operator e riducono il consumo energetico fino al 60%. Robatech rispetta l'ambiente!


www.robatech.it