

# Table of Contents

**The Effects of Innovation Strategy and Social Networks on Organizational Performance**  
Sui-Hua Yu.....5

**Path Dependence in R&D and Its Impact on Tobin’s Q and Return on Assets: Evidence from UK Manufacturing Firms**  
Guangming Cao, Xizhen Zhang, Trevor Cadden, Jing Wang, Yanqing Duan.....6

**Applying Kano’s Model and QFD in User Interface Design of Handheld Shoulder and Neck Pains Examining Software.**  
Yu-Ren Cheng, Shuo-Fang Liu.....21

**Global internal R&D networks: collaboration and the effect on innovation performance in geographically dispersed R&D teams developing products with product modularity**  
Daniel Martinez .....33

**Exploring key intermediary roles in alliance network**  
Calvin S. Weng, Wan-Yu Chen .....58

**Gender Images of Product Shapes**  
Kun-An Hsiao, Yun Lee.....77

**Measuring companies’ innovative performances and competence positions based on their active patents**  
Mu-Hsuan Huang, Chia-Chen Lin, Dar-Zen Chen .....89

**Innovation and Design Help Traditional Industry Transform into Cultural and Creative Industry: A Case Study of Zipper Firm in Taiwan**  
Ming-Ying Yang, Peili Tung .....103

**Preservation and heat storage device design for baby food**  
Dein Shaw, Szu-Yu Chen .....104

**EMPIRICAL RESEARCH OF JOINT DEVELOPMENT BETWEEN E-COMMERCE AND EXPRESS INDUSTRY**  
Han An, Jifan Ren .....116

**Managing Innovation in Perceived Low-Tech Industries: A Proposed Approach to Increase Value Retention of Live and Fresh Shellfish through the Convergence of Intelligent Transport System (ITS) and the Smart Grid**  
Christian E. Coronado, Adrian E. Coronado, Etienne S. Coronado .....125

**Consumption Value in Online Repurchase Behavior of Sports Products: Mediating Effects of Information Visibility**  
Chienhsing Wu, Shu-Chen Kao, Yung-Hsien Lin.....136

<b>Effects of expected benefit-information exchange fit model on innovation performance</b> Shu-Chen Kao, Chien-Hsing Wu.....	158
<b>A Study of the Effect of the Implementation of Employment Curriculum in Universities and Colleges in Taiwan</b> Wan-Yu Chen, Calvin S. Weng, Ching-Li Lin.....	174
<b>Recommendation Algorithm Based on Trust Network and Complete Tripartite Graph</b> Xiujin Shi, Xiao Liu.....	184
<b>Creating Social Media Applications for Today's Business and Management Students</b> Bob Barrett.....	195
<b>Self-assessment of Adapted EFQM's Criterion 'People' in Chinese Textile Enterprises</b> Cheng Luo, Yu-Wang Chen .....	196
<b>On Sources and Measurement Units of Noise</b> Himanshu Dehra .....	219
<b>Measuring the efficiencies of in-house manufacturing and outsourcing: A garment manufacturing firm</b> Chiang Kao .....	228
<b>An economic production quality model with setup time uncertainty of recycled materials</b> Chi-Yuan Su, Chung-Chi Hsieh.....	229
<b>Memetic Algorithm for Flow Shop Scheduling Problems with Due Window under the Just-In-Time Philosophy</b> Anot Chaimanee, Wisut Supithak.....	230
<b>Investigating Composite Materials Adoption for Supply Chain Enhancement: A Case in the Coach/Bus Manufacturing Industry</b> Adrian E Coronado, Christian E Coronado .....	244
<b>Optimizing Yard Arrangement and Berth Allocation for Transshipment</b> Etsuko Nishimura, Lijin Wang, Akio Imai .....	259
<b>Design of Experiments for Increasing the Pulling Force of the Speed Change Lever of the Power Tiller</b> Nantachai Kantanantha, Tapanont Teerasart.....	284
<b>Improving the Preventive Maintenance Performance of the Fire Control Radar of Warships by Implementing Infrared Thermography and Assessing Its Economic Aspects</b> Patcharaporn Yanpirat, Taksakorn Tantawutho.....	302

**Analysis of layout alternatives to increased productivity**  
Prapawan Pangsri..... 317

**Application of Data Base and Particle Swarm Optimization algorithm on Exciter Model Parameters Estimation**  
Jun-Zhe Yang, Chong-Syun Jhong..... 327

**Optimal Design of Operation Parameters on Performance of PEMFC Using the SNAOA and RSM Method**  
Ying-Pin Chang, Hsien-Tsung Lee ..... 328

## **Analysis of layout alternatives to increased productivity**

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### **ABSTRACT**

In this research, proposed to improve process flow of production area by using Systematic Layout Planning (SLP) to design layout alternative and Multi-criteria decision making (MCDM) method was used to determine the appropriate plant layout alternatives by considering the factors for instance including material flow, convenience to transfer, coordinate, convenience for receiving material and convenience for operator operation. The result found that the best suitable layout is the layout No.1. This layout could reduce inefficiency of transportation and working process.

**Keyword:** Systematic Layout Planning, Analysis Hierarchy Process, MCDM

### **1. Introduction**

Nowadays, industrial manufacturing are high competition and facing critical situation about economic. The occurred situation affecting Small and Medium Enterprise in Thailand some manufacturer have closed because of there were no profit in theirs operation. Therefore they have to enhance capacity of process by increase machine but it will affect in costing. Design of manufacturing process or handling facility will be provide a system that reduce waste in process and improve productivity. The case study showed that the main problem was inefficient processes so it should be eliminated. Pramod (Pramod P. Shewale 2012), W. Wiyaratn (W. Wiyaratn 2013) and Chandra Shekhar Tak (Yadav 2012) increased productivity by use Systematic Layout Planning (SLP). This method can be design layout alternatives and considered as selection criteria, which makes the selection process a multi-criteria decision making (MCDM) problem. Many researchers studied about tools used in decision-making process to ensure the most appropriate alternative. There are several fields were applied these methods to organizations for instance plant location selection (S. Meysam Mousavi 2013), (Tuncay ozcan 2011), investment alternatives (Caliskan 2006), (Ojala and Hallikas 2006), supply chain management (Cruz 2009),(Erturul 2009) etc. So this research aims to applied multi-criteria decision method in evaluation phase of Systematic Layout Planning procedure.

## 2. Theory

### 2.1 Systematic Layout Planning

Systematic Layout Planning (SLP) is an acronym of Systematic Layout Planning which is a technique established by Richard Muther. It is a step by step planning procedure allowing users to identify, visualize, and rate the various activities, relationships, and alternatives involved in a layout project. The three fundamental areas of the technique are relationships, space and adjustment. Five important elements of plant layout problems can be divided into five elements according to the SLP method. These five elements including P-product Q-quantity, R-route, S-supporting service and T-time.

The details of the relationship area are collection of input data, materials flow, relationship activities and relationship diagrams. The space areas are space requirements, space available and space relationship diagrams. The adjustment areas are modifying considerations, practical limitations and evaluation and final selection. The steps follow Systematic Layout Planning procedure in Figure 1

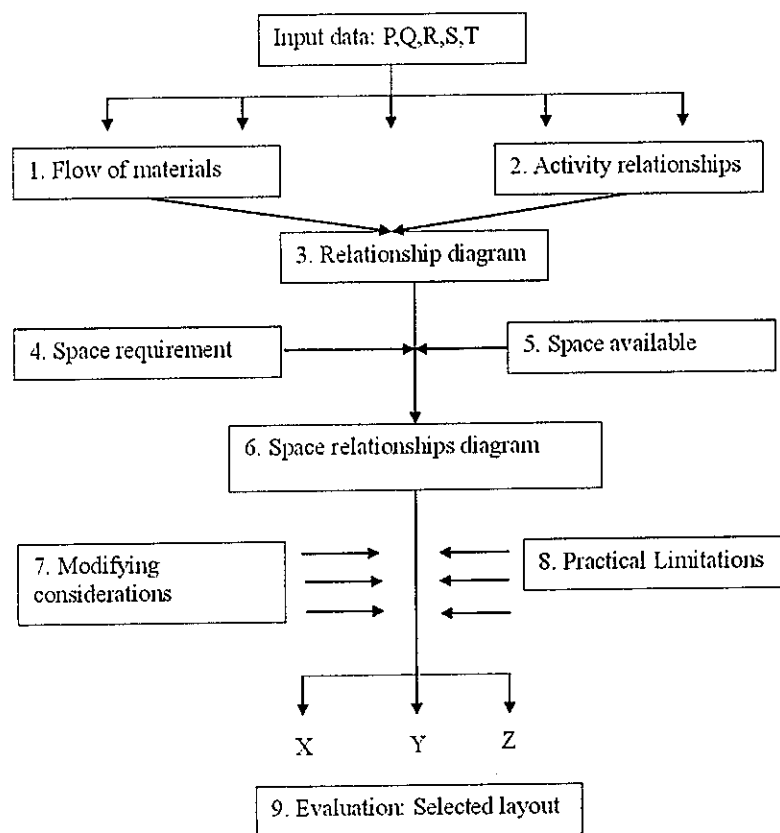


Figure 1 Systematic Layout Planning (SLP) pattern procedure

## 2.2 Group decision making

Group decision have two important factors are how to conclude final decision by group judgement and how to create group choice to single choice. It will be need to determine the method to be used to combine individual responses and construct procedure decision outcome by choose suitable method of selection. There are many several methods for instance consultation with a single decision, group average, voting, consensus, unanimous and multi-criteria decision analysis.

## 3. Research methodology

This research purposed to design layout and evaluate suitable layout for manufacturing by apply Systematic Layout Planning (SLP) in case study and use multi-criteria decision analysis in evaluation phase of Systematic Layout Planning procedure.

This section describes the detailed methodology which includes five steps to achieve research objective as the following;

Step 1: collect input data such as product type, product capacity, route, time, support service etc. for choose product for study.

Step 2: construct material flow process chart, relationship activity chart and relationship diagram.

Step 3: analysis relationship diagram between equipment and area available based on condition and design initial layout.

Step 4: modify initial layout by considering factors which might affect the implementation phase.

Step 5: Use multi-criteria decision making method to evaluate layout design.

## 4. Results

### 4.1 Case study

Case study is conducted at component part manufacturing. Checking ring product had been selected to study because it had most product demand and production line common with other products. Checking ring was part of injection machine see as figure 1.



Figure 1 Checking ring product

### 4.2 Construct flow chart and diagram

According to several tools could be define area of problem this research using the manufacturing flow process chart was graphically represent of sequence of all activities and record directly by observing the work. There were five symbols to represent activities including operation, transfer, delay, inspection and storage as in table 1. It was found that the long distance or non-valued process so could be reduced for moving raw materials and the problem about useless area. It could be see the overall picture of process by using flow process diagram in figure 2

Table 1 Flow process chart of checking ring

Flow Process chart		Material Summary						
Name	AAA	Symbol	Present	Proposed	Saving			
Checking ring process	Operation	●						
	Transfer	➔						
	Waiting	⦿						
	Inspection	■						
Present	Proposed	Storage	▼					
Recorder	Somporn	Distance (m)						
Analzer	Natthapon	Time (sec)						
Event description	Distance (m)	Time (sec)	Symbol					Remark
1. Material Preparation Process	-	300	●					
2. Material transfer to CNC room	10	120	➔					
3. CNC Lahte process	-	2400	●					
4. Transfer to CNC milling room	3	60	➔					
5. CNC milling process	-	1800	●					
6. Transfer to Grinding Machine	10	120	➔					
7. Grinding Process	-	1800	●					
8. Transfer to Polishing Machine	40	180	➔					
9. Polishing Process	-	1200	●					
10. Transfer to QA room	50	210	➔					
11. QA- Inspection Process	-	300	■					
12. Transfer to Storage area	3	120	➔					
13. Storage (Wait for Hardness process)	-	6000	▼					
	116	14610	5	6	0	1	1	0

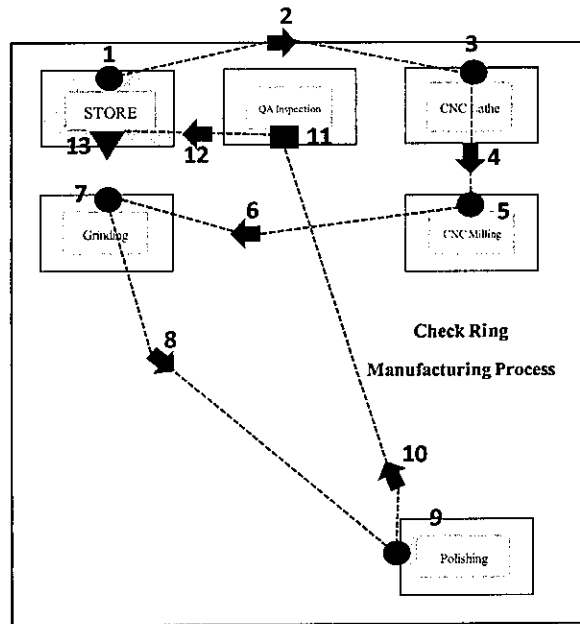


Figure 2 Flow process diagram of checking ring

**4.3 Construct relationship activity chart and relationship diagram.**

A relationship activity chart collects the qualitative information of proximity ratios which consist of a set of letters (A, E, I, O, U, X) and represents  $M(M-1)/2$  symmetric qualitative relationships where  $r_{ij} \in \{A, E, I, O, U\}$ : Closeness Value (CV) between activities  $i$  and  $j$ ;  $r_{ij}$  is an ordinal value. On process gave relation score which consider by each reason followed as table 2.

Table 2 Relationship number and reason

Code	Reason
1	Flow of materials
2	Same equipment
3	Easy to transfer
4	Convenience
5	Same operator

Relationship activity chart was created by person who concern in manufacturing. They were brainstorming and sharing idea with group. So a relationship activity chart as in figures 3.



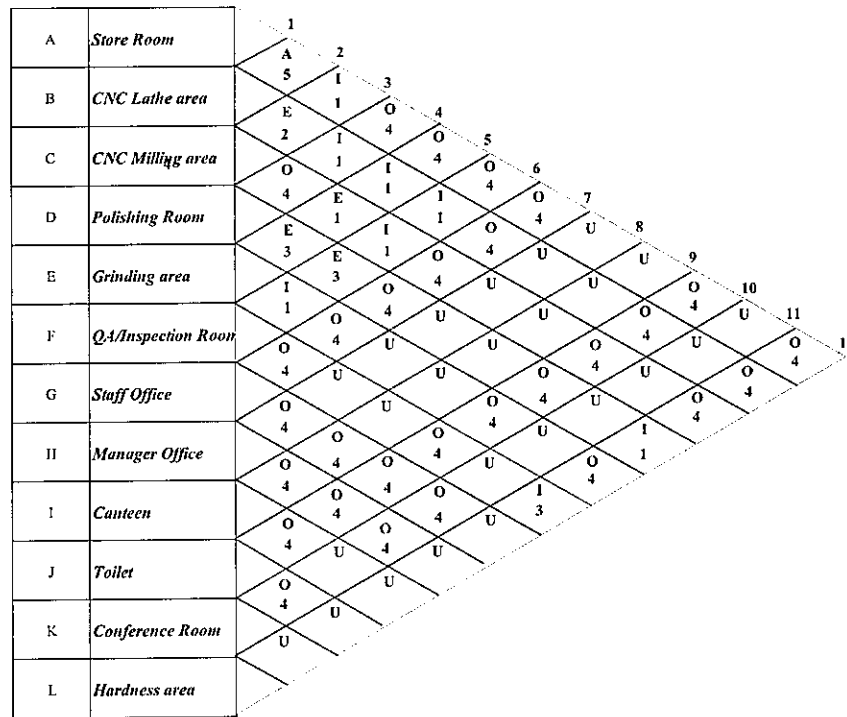


Figure 3 A relationship activity chart of checking ring

An activity relationship diagram is developed from information in the activity relation chart. Essentially the relationship diagram is a block diagram of the various areas to be placed into the layout. The departments were shown linked together by a number of lines in figure 4. For instance, A rating or four joining line indicate need to have two departments located close together whereas one line indicates a low priority and X rating indicate two departments not allowed to closed.

Legend

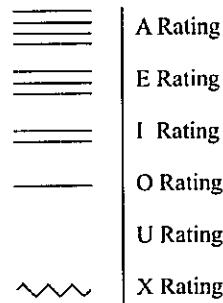


Figure 4 Relationship legend

For activity relationship diagram of manufacturing process divided into twelve areas for support all activities as figure 5.

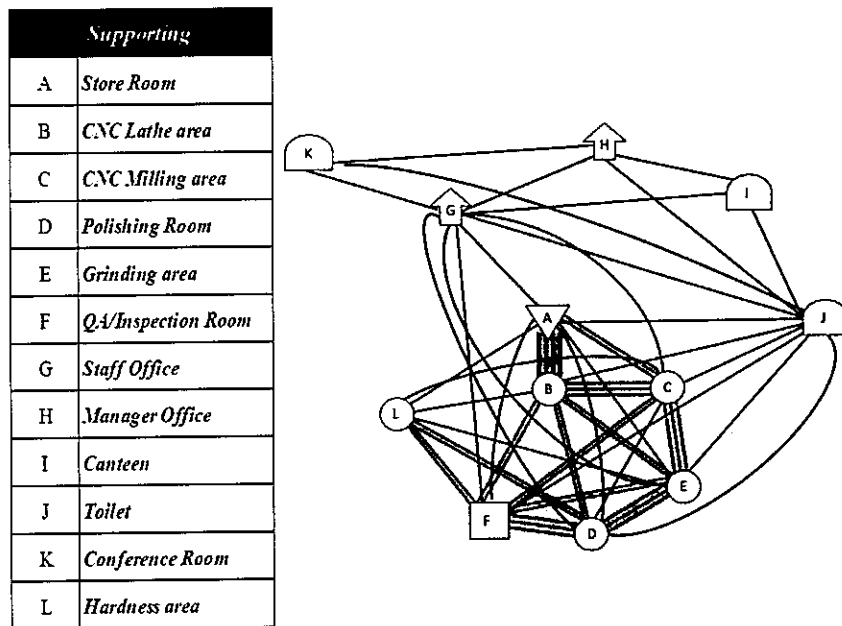


Figure 5 activity relationship diagram initial stage

**4.4 Propose layout design**

There are three layout were proposed when modified initial diagram and consider with process flow, space and limitation. Process flow was considered and designed.

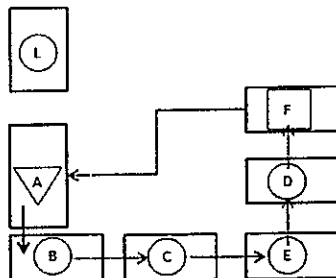


Figure 6 layout design 1

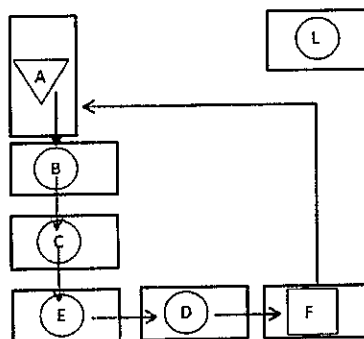


Figure 7 layout design 2

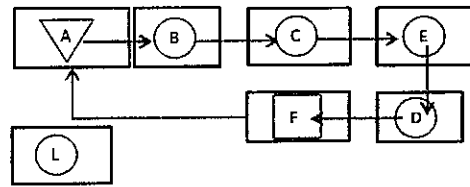


Figure 8 layout design 3

**4.5 Evaluate layout design**

This research demonstrates the flow of the MCDM methodology, a case study use multi-criteria decision making method to select best layout. All criteria were given by team including material flow (C1), convenience to transfer (C2), coordinate (C3), convenience for receiving material (C4) and convenience for operator operation (C5) and there are three layouts were selected.

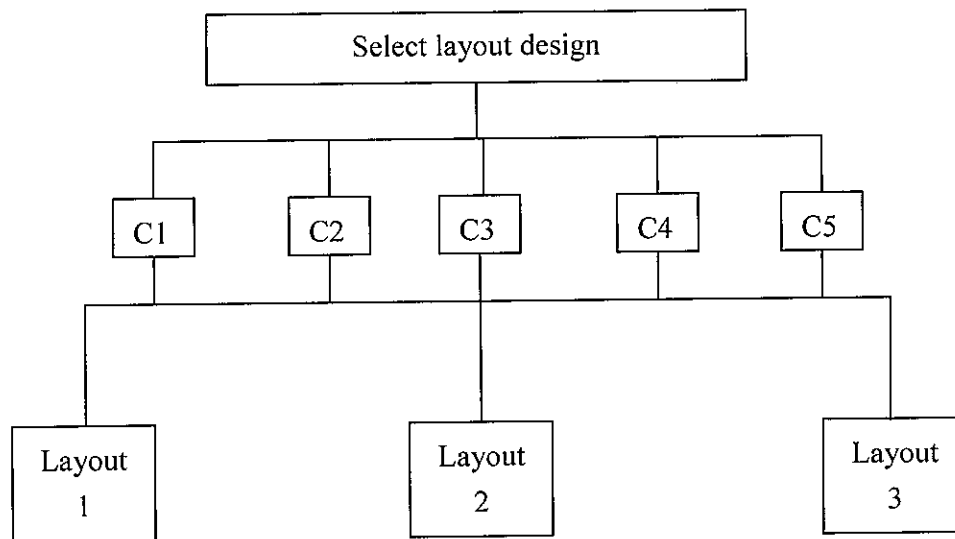


Figure 9 Decision Hierarchy

In this step, the weights of the criteria to be used in evaluation layout calculated by using AHP method and give rating score by team. The result weights of criteria and ranking layout were present in table 3 and table 4.

Table 3 the weights of criteria by AHP method

Criteria	Weight	$\lambda_{max}$	CI	RI	CR
C1	0.4642	5.3735	0.0934	1.12	0.083
C2	0.3198				
C3	0.0336				
C4	0.1182				
C5	0.0642				

Consistency ratio of the pair wise comparison matrix is calculated as  $0.083 < 0.1$ . So the weights are shown to be consistent and they are used in layout selection process.

Table 4 the ranking layout by AHP method

Project	Weight	Rank
Layout 1	0.5426	1
Layout 2	0.1645	3
Layout 3	0.2929	2

### 5. Conclusion

This paper was followed Systematic Layout Planning (SLP) theory to improve process flow and use multi-criteria decision making to evaluate layout design which suitable in manufacturing. As the result of selection process multi-criteria decision method provides the systematic of group decision making that found layout 1 was selected by team. Next process manufacturing will be move refer layout 1 because it can be reduce distance and time of process.

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