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Operational Management of the Eicher Service Eco System

Prashant Sahu[1], Dr. Akash Tomar[2]
Infinity Management and Engineering College

Abstract: ***The commercial vehicle (CV) industry is currently undergoing a structural transformation that shifts the locus of value from the physical asset to the digital and service-based ecosystem surrounding it. This shift is most prominently observed in the operational evolution of the Either service centre, which has transitioned from a traditional reactive repair facility into a highly integrated, predictive "Uptime Centre". As a joint venture between the Volvo Group and Eicher Motors (VE CV), this ecosystem provides a unique synthesis of global technological standards and local market expertise. The following report provides a comprehensive abstraction of this model, designed for the management of research and industrial study into automotive service excellence. Lean Management and Workshop Excellence The physical Eicher service centre operates under a rigorous framework of lean management and quality control, designed to mirror the efficiency of the manufacturing plant. This is critical for maintaining the brand reputation and ensuring that the physical touchpoints of the service network. The Dealer Management System (DMS) serves as the digital backbone for individual service centres, handling everything from vehicle bookings to financial accounting. Research in the Indian automotive sector indicates that "Assurance" is often cited as the dimension of utmost importance by customers, followed closely by reliability. In premium brand commercial vehicle segments, a significant gap between expected and perceived quality can lead to customer dissatisfaction, emphasising that Eicher must continuously invest in technical competence and remote support to remain ahead of the competition A new generation of logistics firms, such as SS Logistics, relies on Eicher's service responsiveness to maintain a competitive ed***
ge in e-commerce.. Eicher supports these high-speed operations by placing service infrastructure directly within customer maintenance yards and providing floating aggregates (engines, gearboxes) on key transport corridors to ensure zero-delay operations. The first requirement for a modern service ecosystem is a 100% connected fleet. This serves as the sensory layer, feeding real-time data into a centralised intelligence hub. Without this foundational telemetric layer, the shift from reactive to proactive maintenance is impossible. Data without domain expertise is inert. The Uptime Centre provides the human-machine collaboration needed to interpret complex fault codes and provide real-time guidance to drivers and technicians. Management of this module requires balancing technical staff (engineers) with customer service professionals who can communicate effectively across multiple languages.

I. INTRODUCTION

Eicher Motors Limited (EML) operates through two primary business segments: Royal Enfield and VE Commercial Vehicles (VECV). While Royal Enfield focuses on the mid-size motorcycle segment and "Pure Motorcycling" experiences, VECV addresses essential commercial transport needs through an "Uptime Promise". This dual-pronged strategy ensures a diversified revenue stream, mitigating risks associated with economic fluctuations in any single segment The foundation of the Eicher service operational framework rests on the strategic alliance between Eicher Motors and the Swedish Volvo Group, established in 2008. The commercial vehicle (CV) industry is currently undergoing a structural transformation that shifts the locus of value from the physical asset to the digital and service-based ecosystem surrounding it. As a joint venture between the Volvo Group and Eicher Motors (VECV), this ecosystem provides a unique synthesis of global technological standards and local market expertise. This partnership was envisioned to modernize commercial transportation in India and the developing world. For Eicher, the joint venture provided access to advanced funds, international technological prowess, and the expertise required to scale operations globally. For Volvo, the alliance offered a gateway into India's mainstream truck market through Eicher's low-cost manufacturing base and deep distribution network. the distribution of Volvo trucks in India, and the manufacturing of non-automotive engines. The company's Pithampur facility in Madhya Pradesh is a critical node in this ecosystem, acting as a global hub for Volvo Group's medium-duty engines. The integration of Volvo's technological standards into Eicher's manufacturing processes—such as the VEDX engines based on the Volvo global platform—has allowed VECV to lead the market in light and medium-duty trucks while expanding into heavy-duty (HD) haulage and mining segments.

In the 2024-25 fiscal year, Eicher Motors demonstrated robust financial performance, with global motorcycle sales reaching 1,002,893 units and VECV reporting operations revenue of 23,548 crore. The integration of Volvo's technological standards into Eicher's manufacturing processes—such as the VEDX engines based on the Volvo global platform—has allowed VECV to lead the market in light and medium-duty trucks while expanding into heavy-duty (HD) haulage and mining segments.

Financial Metric (FY25)	Segment: Royal Enfield	Segment: VECV
Annual Sales Volume	1,002,893 Units	79,623 Units (FY23)
Operational Revenue	Included in EML Consolidated	23,548 Crore
Year-on-Year Growth	10%	7.7%
Profit After Tax (PAT)	Significant Contribution	1,284 Crore (Eicher's share)
Export Growth Rate	37%	Growing international footprint

A. The Uptime Centre Paradigm

Centralizing Predictive Intelligence The hallmark of Either's service delivery is the Uptime Centre, established in March 2020 at the Pithampur plant. This facility represents a definitive move away from traditional maintenance paradigms, which were either reactive (fixing after failure) or preventive (fixing at arbitrary intervals). The Uptime Centre acts as a centralized brain, monitoring a connected fleet of over 275,000 trucks and buses around the clock.

B. Architectural Components and Diagnostic Framework

The Uptime Centre is staffed by over 160 technical experts who utilize real-time telematics and predictive diagnostics to monitor vehicle health across India. Every vehicle in the BS-VI compliant range is equipped with 100% connectivity, meaning the hardware acts as a data probe for the centralized control room. This infrastructure allows the center to resolve over 98% of customer concerns within four hours. The predictive model employed by VECV is tiered based on the severity of the detected anomaly:

- Predictive Critical (Stop Now): These are alerts that indicate imminent failure or safety risks, such as Selective Catalytic Reduction (SCR) dosing failures or extreme Diesel Particulate Filter (DPF) soot load. The driver is instructed to stop the vehicle immediately to prevent high repair costs and catastrophic downtime.
- Predictive Workshop (Visit Soon): Intervention is required but not immediate. This allow fleet owners to plan workshop visits during off-peak hours, ensuring minimal disruption to the supply chain.
- Predictive Customer Care (Do-It-Yourself): These alerts identify issues that the driver or fleet manager can resolve without professional technical intervention, such as addressing low Ad Blue levels or water-in-fuel alerts.

This proactive system is underpinned by the "Uptime 2.0" upgrade, which integrates machine learning algorithms to analyze historical vehicle data and arrive at probable failure scenarios even before the vehicle becomes stationary. By utilizing 5.6 million kilometres of testing data and years of operational history, domain experts can now identify patterns of sensor failures that lead to breakdowns

C. Lean Management and Workshop Excellence

The physical Eicher service centre operates under a rigorous framework of lean management and quality control, designed to mirror the efficiency of the manufacturing plant. This is critical for maintaining the brand reputation and ensuring that the physical touchpoints of the service network (over 1,000 locations for motorcycles and 800+ for trucks/buses) deliver consistent value.

D. Application of 5S and SLP Methodologies

Eicher service centres emphasize the 5S methodology—Sort, Set in Order, Shine, Standardize, and Sustain—to optimize the repair environment. Research indicates that the implementation of 5S and Systematic Layout Planning (SLP) in automotive workshops can improve service levels from 84.9% to 95% and reduce diagnostic time by nearly 33%. In Eicher's Uptime Certified workshops, these principles are used to ensure tools and parts are precisely where technicians need them, reducing motion waste and non-value-added activities. Academic studies conducted at Eicher Motors' Indore plant have also focused on optimizing assembly lines through the Kilbridge-Wester and Rank Positional Weight (RPW) methods. These techniques for assembly line balancing are relevant to the management of large-scale service centers, as they help allocate tasks to work stations efficiently, minimize the number of required stations for a given cycle time, and enhance overall line efficiency.

E. Dealer Management Systems (DMS) as the Operational Engine

The Dealer Management System (DMS) serves as the digital backbone for individual service centres, handling everything from vehicle bookings to financial accounting. Modern DMS platforms used in the Eicher ecosystem enable dealers to:

- View Real-Time Dashboards: Monitor every aspect of the dealership, from sales pipelines to service bay utilization.
- Automate Parts Management: Import part lists and price updates instantly from hundreds of manufacturers, ensuring that genuine spare parts are always available.
- Streamline Workflows: Manage inbound and outbound orders from procurement to delivery, facilitating a smooth transition of the vehicle through the service lifecycle.
- Maintain Service History: Track warranty claims and historical work orders to provide personalized service and improve root-cause analysis.

Challenges in DMS management often include the limitations of legacy monolithic architectures, which can lead to performance bottlenecks during peak loads. Modernization toward cloud-native, AI-integrated platforms allows for greater scalability and seamless integration with third-party telemetric, which is essential for the "always-on" service model demanded by new-age customers.

F. Service Quality Analysis (SERVQUAL): Measuring the Gap

To maintain competitive advantage, Eicher utilizes the SERVQUAL method to evaluate the quality of services based on standardized parameters. This method measures the gap between customer expectations and their perception of the delivered service across five core dimensions:

1) Tangibility: The appearance of physical facilities, equipment, and personnel. Eicher's Uptime Certified workshops and modern cabins in the Pro series trucks are tangible indicators of brand quality.
2) Reliability: The ability to perform the promised service dependably and accurately. The Uptime Promise is a direct commitment to reliability, measured by minimizing repeat jobs and finding errors the first time.
3) Responsiveness: The willingness to help customers and provide prompt service. This is exemplified by Eicher On-Road Service (EOS) and the Uptime Center's rapid response times.
4) Assurance: The knowledge and courtesy of employees and their ability to inspire trust. Eicher's technical experts and training programs for technicians are central to this dimension.
5) Empathy: Providing caring, individualized attention to customers. The MyEicher app's personalized alerts and service reminders address this by acknowledging the specific needs of each fleet operator.

G. Product Strategy and Infrastructure Requirements

The Eicher truck line-up is engineered to deliver high performance while minimizing the total cost of ownership (TCO). This requires a service network capable of handling complex heavy-duty (HD) vehicles as well as versatile light and medium-duty (LMD) trucks.

H. Heavy Duty Truck Line-up and Service Implications

The HD range (18.5 to 55 tonnes) is built on Volvo Group Engine technology (VEDX 5 and 8L), offering power outputs from 210HP to 350HP. These vehicles are tested for millions of kilometres and feature reinforced Domex chassis and advanced Engine Management Systems (EMS).

- Haulage Trucks: Models like the Pro 3019 and Pro 6048XP require specialized maintenance for high-mileage long-haul applications.
- Tipper Trucks: Used in mining and construction, tippers like the Pro 8035XM require on-site service support and proactive monitoring due to the harsh operating environments.
- Tractor Trailers: These vehicles, covering 18.5 to 55 tonnes, are built for reliability across varied terrains, necessitating a widely dispersed service network along major national highways.

I. Service Delivery for E-Commerce and Logistics

A new generation of logistics firms, such as SS Logistics, relies on Eicher's service responsiveness to maintain a competitive edge in e-commerce. These firms clock over 18,000 km per vehicle monthly and demand that breakdowns be resolved in less than two hours. Eicher supports these high-speed operations by placing service infrastructure directly within customer maintenance yards and providing floating aggregates (engines, gearboxes) on key transport corridors to ensure zero-delay operations.

J. Economic and Regulatory Environment: The Case of Madhya Pradesh

The operational success of Eicher is deeply linked to the economic landscape of Madhya Pradesh (MP). With a projected GSDP growth of 8.3% to 8.6% through 2047, MP is positioning itself as a hub for the automotive and logistics sectors. Eicher's investments in plants near Indore and Ujjain align with the state's focus on structural reforms, skill development, and multi-modal logistics parks.

K. Regulatory Challenges and Compliance

The Indian CV industry faces several pressing challenges as it navigates 2024 and 2025:

- Emission Norms: The transition to BS-VI Stage II standards has increased vehicle complexity and manufacturing costs by approximately 10-15%. This requires service centers to be equipped with advanced diagnostic tools and highly trained technicians capable of managing electronic sensors and emissions monitoring systems.
- Scrap page Policy: The mandatory phasing out of commercial vehicles older than 15 years incentivizes fleet modernization but creates a peak in demand for financing and new vehicle orientation.
- Fuel Price Volatility: With diesel accounting for nearly 40% of operating costs, the demand for fuel-efficient vehicles and digital fuel management solutions is at an all-time high. The commercial vehicle segment retail sales saw a 4.74% decline in mid-2024 due to heat waves and delayed monsoons, which impacted rural demand and infrastructural project speed. However, infrastructure-led demand continues to support the segment, with leading OEMs reporting consistent growth in specific categories like medium and heavy commercial vehicles (MHCV).

L. Comprehensive Management Framework for Service Excellence

Based on the synthesis of research into VECV operations, an abstract model for managing an automotive service research paper or industrial program can be defined. This model integrates the digital, physical, and human dimensions of service centers to achieve maximum vehicle operational availability.

- The Connectivity Foundation The first requirement for a modern service ecosystem is a 100% connected fleet. This serves as the sensory layer, feeding real-time data into a centralized intelligence hub. Without this foundational telematics layer, the shift from reactive to proactive maintenance is impossible.
- Centralized Intelligence (The Uptime Centre) Data without domain expertise is inert. The Uptime Center provides the human-machine collaboration needed to interpret complex fault codes and provide real-time guidance to drivers and technicians. Management of this module requires balancing technical staff (engineers) with customer service professionals who can communicate effectively across multiple languages.
- Digital Interface and User Empowerment The My Eicher app represents the democratization of data. By giving fleet managers and drivers access to real-time analytics, the ecosystem encourages behavioral changes—such as eco-driving and proactive maintenance—that improve the bottom line.

M. Lean Physical Infrastructure

Digital intelligence must be matched by physical speed. Service centers must implement 5S and lean methodologies to ensure that once a vehicle arrives for a "Visit Soon" alert, the repair is performed with surgical precision and minimal wasted motion.

N. Customer-Centric Quality Assurance

The success of the ecosystem is ultimately measured through customer perception. Using SERVQUAL metrics allows management to identify gaps in "Assurance" or "Responsiveness," providing a feedback loop that drives continuous improvement (Kaizen) across the entire network.

In this holistic view, the Eicher service center is no longer a isolated repair shop but a node in a vast, intelligent, and proactive transportation network. This abstraction provides a clear framework for researchers and industry leaders to analyze, manage, and evolve the future of commercial vehicle services in the digital age. By synthesizing Volvo's technological prowess with Eicher's deep local market insights, VECV has created a standard for uptime that is transforming the Indian logistical landscape. As the industry moves toward 2030, this model will continue to adapt, incorporating electrification and advanced prognostics to ensure that the wheels of the economy keep turning with zero unplanned interruptions.

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II. LITERATURE REVIEW

The transformation of automotive service centers from reactive repair shops to proactive intelligence hubs is supported by three primary academic pillars: Lean Management, Service Quality (SERVQUAL) modelling, and the strategic "Servitization" of manufacturing.

- Lean Maintenance and Process Optimization
- Measuring Service Quality: The SERVQUAL Framework
- Digital Servitization and Prognostics
- Strategic Alliances and Technological Synergy

A. Economic and Regulatory Environment: The Case of Madhya Pradesh

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B. Regulatory Challenges and Compliance

The Indian CV industry faces several pressing challenges as it navigates 2024 and 2025:

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C. Future Trajectories: Electrification and Autonomous Maintenance

The future of Eicher's service model is inextricably linked to the electrification of transport and the rise of "prognostics-as-a-service" (PaaS). VECV has already initiated an electric-first strategy for the largest CV market segments, driven by global sustainability trends and evolving environmental regulations.

D. Electrification and Workforce Transformation

The transition to Electric Vehicles (EVs) requires a significant shift in the service center's skill requirements. EVs have fewer traditional mechanical parts but require expertise in software integration, battery thermal management, and digital diagnostics. This transition is accelerating the demand for:

● Software and Automation Specialists: To manage the increasingly "software-defined" nature of modern trucks.

● Cybersecurity Professionals: To protect connected vehicles and data streams from potential threats.

● Predictive Maintenance Analytics: Extending wear-and-tear analysis to battery life and electrical system health. Manufacturers are investing in AI-led upskilling and contingent labor models to address these gaps, ensuring that the workforce can handle the next generation of safe, efficient, and sustainable

E. Prognostics and Industry 4.0

The maturation of "Uptime 2.0" will lead toward fully autonomous maintenance systems. This involves digital twins—digital replicas of physical vehicles—that can simulate various operating conditions to predict failure with extreme precision. Industry 4.0 initiatives, such as the SAP-based smart manufacturing implemented at VECV, have already demonstrated a 30% reduction in unplanned downtime and a 15% improvement in overall equipment effectiveness.

By the end of the decade, the commercial vehicle industry in India will likely move beyond traditional sales into a "Mobility-as-a-Service" (MaaS) model, where the OEM retains ownership and the customer pays for guaranteed uptime. Eicher's current Uptime Centre and My Eicher platform provide the foundational data and organizational structures required to lead this revolution.

F. Digital Interface and User Empowerment

The MyEicher app represents the democratization of data. By giving fleet managers and drivers access to real-time analytics, the ecosystem encourages behavioral changes—such as eco-driving and proactive maintenance—that improve the bottom line.

G. Customer-Centric Quality Assurance

The success of the ecosystem is ultimately measured through customer perception. Using SERVQUAL metrics allows management to identify gaps in "Assurance" or "Responsiveness," providing a feedback loop that drives continuous improvement (Kaizen) across the entire network. In this holistic view, the Eicher service center is no longer a isolated repair shop but a node in a vast, intelligent, and proactive transportation network. This abstraction provides a clear framework for researchers and industry leaders to analyze, manage, and evolve the future of commercial vehicle services in the digital age. By synthesizing Volvo's technological prowess with Eicher's deep local market insights, VECV has created a standard for uptime that is transforming the Indian logistical landscape. As the industry moves toward 2030, this model will continue to adapt, incorporating electrification and advanced prognostics to ensure that the wheels of the economy keep turning with zero unplanned interruptions.

III. RESEARCH METHODOLOGY

Eicher's service centre work management is built on a "Uptime-centric" model that integrates centralized predictive intelligence with decentralized, digitally-tracked workshop operations. The management framework is designed to move from reactive repairs to predictive maintenance, ensuring vehicles spend maximum time on the road.

A. Centralized Intelligence (The Uptime Centre)

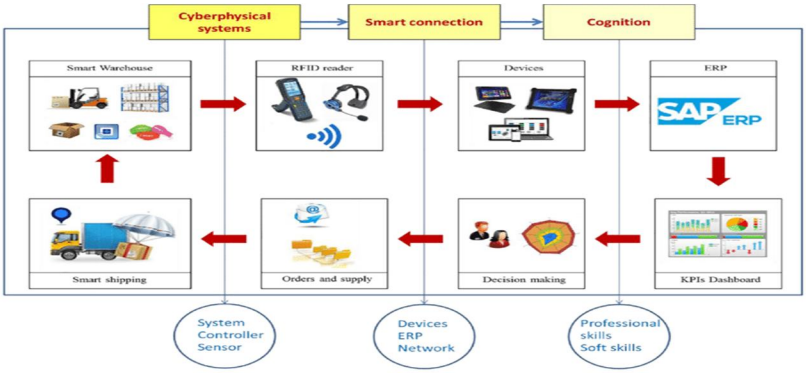
The core of Eicher's work management is the Uptime Centre in Pithampur, Madhya Pradesh. This 24/7 control room is staffed by over 160 technical experts who monitor a connected fleet of more than 275,000 vehicles in real-time.

- Predictive Diagnostics: Using machine learning and telematics, the centre identifies fault patterns before they lead to breakdowns.
- Alert Categorization: Work is managed through three specific alert levels:
  - Stop Now (Predictive Critical): Immediate intervention to prevent catastrophic failure.
  - Visit Soon (Predictive Workshop): Logged into the system for resolution at the next scheduled service.
  - Do-It-Yourself (Predictive Customer Care): Minor issues resolved by the driver with remote expert guidance.

B. Digitalized Workshop Workflow

Physical work at Eicher service centres is managed through a "Gate-In to Gate-Out" digital tracking system:

- Tablet-Based Tracking: Every workshop uses tablets to log a vehicle the moment it enters. This system tracks job card creation, repair start times, parts requisition, and final invoicing.
- Real-Time Monitoring: Customers can view their vehicle's repair status on live display boards in the workshop, which drives technician accountability and transparency.



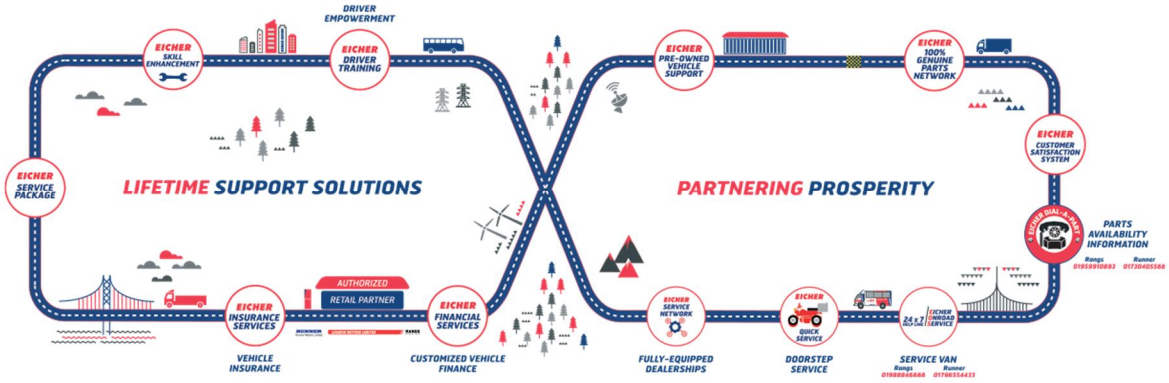
● Accountability Reviews: Operational teams conduct daily reviews of any vehicle that misses its promised delivery time, escalating complex cases to central R&D if a solution isn't found within a few hours.

C. Operational Standards and Infrastructure

● 5S Methodology: Workshops operate under strict 5S principles (Sort, Set in Order, Shine, Standardize, and Sustain) to optimize the work environment and reduce waste.

● On-Road and On-Site Support: For remote locations (like mining or construction sites), work is managed through Eicher Container Setups—portable mini-service stations with their own parts stocking and diagnostic tools.

● EOS (Eicher On-Road Service): A fleet of GPS-enabled vans provides 24/7 assistance, aiming to reach and resolve en-route breakdowns within a 4-hour window.



D. Inventory and Spare Parts Management

Eicher employs a scientific model to manage dealer inventory, moving away from manual stock planning:

● Automated Stocking: The central system monitors local consumption patterns and vehicle populations in a specific region to tell dealerships exactly which parts to stock.

● Buyback Policy: To ensure financial efficiency and prevent "dead stock," Eicher offers a full buyback of parts that remain unconsumed for a particular period, ensuring the dealer's working capital is not locked in unused inventory.

IV. CONCLUSION

By the present examination it is complete that method applied gives the better results than the present method which is using by EICHER MOTORS LTD. We can say from above conclusion that the delay period can be abridged if we apply these methods in the industry the present traditional method. In present industrial scenario assembly line balancing procedures are commonly implemented by manual procedures

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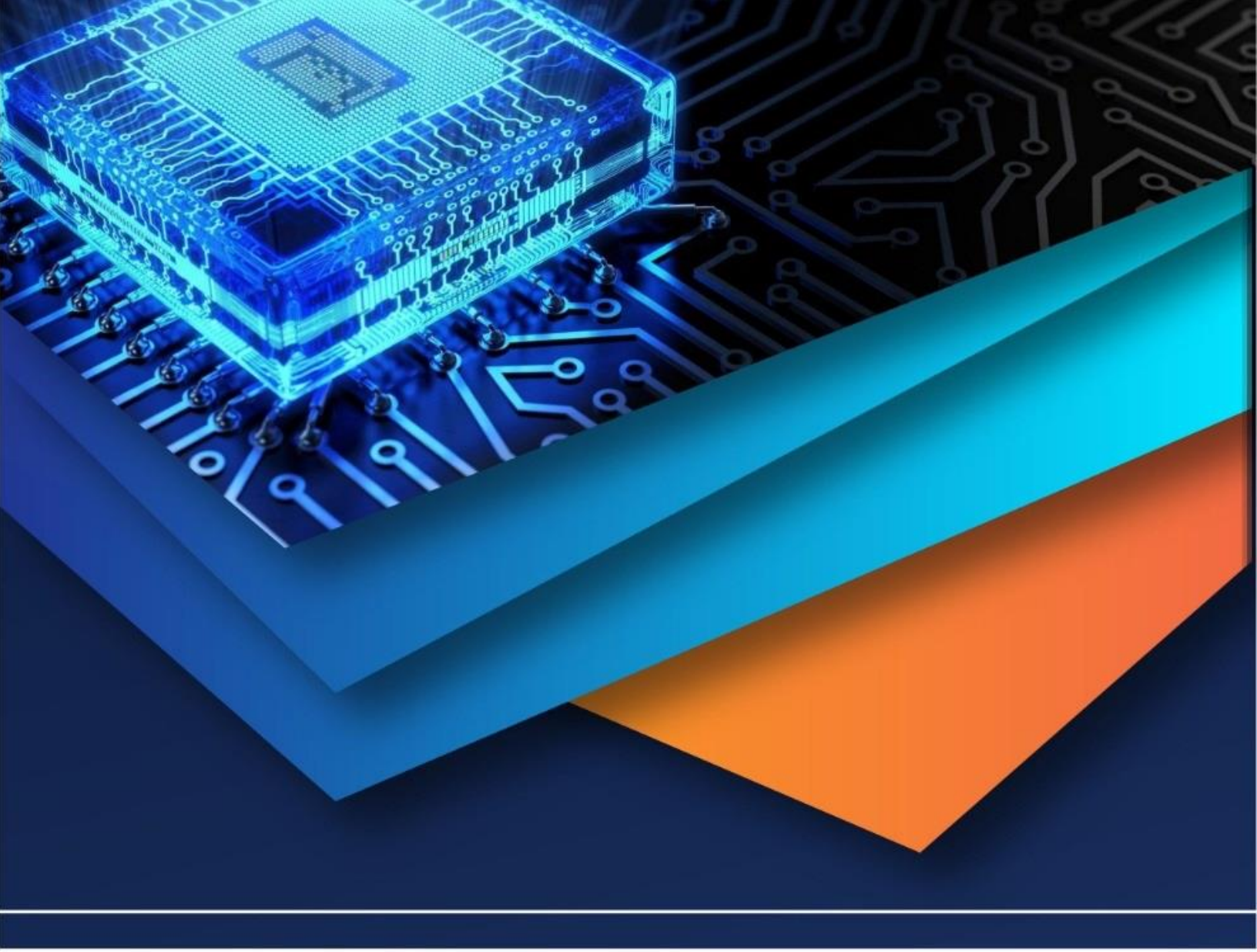

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