Operational Excellence In Ceramics Industry 
(Production Planning & Control)

Case Study
India

About Client:
The client is one of the leading manufacturers and suppliers of Ceramic Products. The client mainly deals in industrial Ceramics, Ceramic Products, Industrial Ceramic Components, & serves customers in India and overseas.
**Objectives**

To improve the actual sales via Production Planning & Control (PPC) improvement

Bring order completion visibility into the system

Improve On Time In-Full (OTIF) deliveries

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**Analysis:**

After detailed alignment and analysis exercise, following key areas were identified:

- Proper sales & production planning was lacking
- Lack of aggregate planning and no concept of master codes
- Capacity planning was lacking
- Despite of producing at a fair rate, plant was unable to fulfill orders at right time
- Foggy visibility of the order completion date was also a challenge

**Approach:**

- Initiated the detailed study of activities & established their process flow
- Aggregate planning of SKUs (stock keeping unit) was introduced and implemented.
- Production Planning & Control (PPC) Mechanism was formed & rolled out for all the processes.
- Daily Tracking of the production was also incorporated with the help of Daily Work Management (DWM)
Project Implementation

- Established the duration of the planning horizon.
- Prioritization of the orders to be executed first in the solid phase of the planning horizon.
- Grouped the orders according to the Mother Codes (Formulated out of the item codes to carry out the aggregate planning.)
- Prioritization of all the orders to be executed as per the respective production cycles.
- Allocated orders against the machines.
- Mechanism established to indicate loading capacities at respective machines & optimum utilization.
- Daily tracker mechanism rolled out to ascertain & raise alerts about the inventory/shortfall status on regular basis.
- Spillovers of a planning period were taken in the next period or got adjusted in the same; as per the requirement and urgency level.
- This activity helped in reducing the changeovers. Also, it made the plant to run on Produce-To-Dispatch strategy.
- Significant improvement in cash-inflows was also observed.

Results Delivered

OTIF (On Time In Full)
Deliveries increased from 59% to 91%
Changeovers reduced by 66%
Order Completion Visibility helped in strengthening the customer relationship
Customer retention rate improved by 15%
Reliable SOPs transformed the plant from person-driven to system-driven environment

Sustenance

These results shall be sustained over a period by proper implementation and monitoring of the PPC templates.

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