Operational Excellence At Fishing Flies & Lures Manufacturer

Case Study
East Africa

About Client

The client, manufacturer of fishing flies specializes in supplying high-quality flies matched with an unusually reliable and accommodating quality of service. For almost a decade they have been supplying to businesses and fly distributors all over the world with a huge selection of over 3,000 high-quality flies.

A highly attentive and personal service, where every order is dealt individually, from start to finish.

Objectives

To increase the productivity
To improve quality
To eliminate wastes
To reduce rejects
To improve delivery
To manage and improve workplace
To make work easier for operators & staff

Analysis

Faber Infinite identified five significant opportunities and set targets to:

- Reduction in wastage of material
- Standardization of quality
- Monitoring mechanism for all activities
- Visual Identification of items
- Improve the workplace and organize it in a proper manner

Approach

Project Initiation

- Projects were identified and initiated with top management conclave.
- A dedicated steering team was set up and this operational excellence journey was branded with an internal brand name for better communication.
- Vision & mission of the journey was finalized.
- Each team member went under various trainings and conducted studies on various tools and techniques.
Project Implementation

Workplace Organization

Initiated Five S (+ Safety) activities across the factory, shop floor, stores and offices and trained people to work as per the standards and follow it, to maintain gemba (physical workplace) in the best manner.

Material Wastage

Initiated & strengthened Bill of Material, where the tiers will get material in the exact quantity, as they require. Also, a robust mechanism was rolled out for ensuring material traceability & avoiding material mix up.

Quality Standards

Prepared quality standards for fishing flies for quality check & assurance. This was achieved by strengthening master cards with quality standards. This in turn helped in standardizing the quality check methodology.

Monitoring Mechanism

Established daily work management mechanism (DWM) for all zone leaders with their respective team members, to decide the action plans and monitoring of all other parameters in a standard manner. Monitoring of Cost, Productivity, Quality, Delivery, Five S score, others were initiated.

Results Delivered

Quality rejection reduced by 80%
Customer complaints reduced by 90%
Wastage reduction by 90%
On time full deliveries increase to 95%

Cost Savings

Happy and friendly work place and environment

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

Visit Faber at www.faberinfinite.com for more information and a complete list of regional contacts or send us e-mail: consulting@faberinfinite.com