About Client

Client is one of the leading names in textile chemicals producers. Client is synonymous with enzymes in the Indian textile market and is a pioneer and the number one enzyme company in India for garments and fabrics. Client is a highly diverse technological company with its textile division boasting a product range of Enzymes, Auxiliaries, Silicones, and more.

Client has several distributors across India to cover the market and the products are also sold internationally. Client has also received GOTS V5.0 certificate for their auxiliaries.
Objectives

To improve throughput
To improve material management practices
To improve manpower productivity
To implement Performance Management System (PMS)
To improve visualization practices
To implement Five S

Analysis

After exhaustive analysis & discussion with the client, following key improvement areas were found

- Scope to enhance production output, low throughput
- Overall Equipment Effectiveness (OEE) was low
- Manpower Productivity was low
- Business Processes needs to be streamlined
- Lack of proper data monitoring and management practices
- Lack of workplace & visual management practices

Approach

Project Initiation

- Faber Benchmarking Audit to know the current status
- Defining the KPI (Key Performance Indicators)
- Changes in layout
- Training for Leadership development, workplace Improvement and culture building via Five S.
- Fishbone & root cause analysis
- To establish and roll out continual improvement (kaizen) suggestion system
- OEE Monitoring and Improvement
- Rolling out Data management practices
- Streamlining production planning & Inventory management practices
Project Implementation

Team Faber Infinite took the following steps after conducting detailed alignment and analysis exercise for the transformation journey:

- Detailed value stream mapping conducted to review the current status & established and rolled out the action plan
- KPI criteria defined for inventory optimization, On-time In Full Deliveries (OTIF) improvements, etc.
- Orientation to Top Management on Leadership
- Five S + Safety practices rolled out to build the culture of continuous improvement
- OEE improvement initiated for Liquid and Silicon production
- Individual OEE tracking initiated for the 3 tanks in Liquid production (L1, L2, and L3) and 3 tanks in Silicon production (S2, S3, and S4)
- Analysis of Downtime reasons and conducted Fishbone Analysis for problem solving at Zysil Spring Phase Separation along with the team
- Analysis of Reasons for Sales Delay and improved material planning process
- The Overall wastage monitoring system has been strengthened
- Inventory management was implemented for all the Raw Materials and finished goods available at the Plant
- Various low-cost Kaizen were implemented in Silicon and Liquid production section for collection of remaining material during changeover

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

Results Delivered

Improved OEE from 55% to 67% in L1, L2 & L3 (Liquid production)

Improved OEE from 58% to 85% in S2, S3 & S4 (silicon production)

Plant capacity increased by ~8%, without any Capex

Production improved by 39%

Improved Five S score from 37% to 67%

Process lead time for imported RM ordering reduced by 25%

Inventory optimization by 13% for finished goods and 27% for raw materials

345-man days saved per annum

11 cost saving Kaizens rolled out

Sustenance

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