Operational Excellence in Geomembrane Industry

Case Study
INDIA

About Client:
Based in Ahmedabad (India), client is one of the largest manufacturers of Geomembrane for use in the construction and infrastructure sectors, and PE Protection covers to cater Indian & European markets.

Their customers consist of variety of segments from small farmers to big commercial farms; canal construction industries, waste water treatment plants, mining companies, specialized application in transportation space.

Analysis:
Faber Infinite conducted initial analysis, & it reflected the following:

- Variants wise process parameters were missing (SOPs, limit samples etc.)
- Lack of standards to confirm (i.e. Measuring gauges)
- Delays due to high wastage (2.9% current wastage)
- Lack of training modules to enhance member working skills
- Lack of replenishment system & structured inventory management module

Approach:

- A dedicated steering team was established
- Data collection was initiated to capture all relevant parameters for improvement journey
- Applied structured problem-solving tools to analyze the problem occurrences.
- Set process parameters for all variants and set limits for all departments
- Initiated Daily Work Management for daily reporting and analysis
- Implemented standard gauges for conformance as per standards
Project Implementation

Process Parameters Setup:
Every process was taken under trial to freeze the working parameters. The methodical process was altered to set new sequence of working. The standard operating procedure was set up. Implemented a monitoring system.

Waste Reduction:
Conducted Cause and Effect Analysis & structured problem-solving tools for all wastages across the process, finding the exact root cause.

Implemented Kaizen and Poka-Yoke by taking appropriate countermeasures to prevent waste generation. New gauges were set up for checking as per standards.

Employee Skill Development:
Provided on the job training using Training Within Industry (TWI) Framework along with tutorials to improve the continual improvement skills, which not only helped at Gemba but to set up standards.

Results Delivered

100% elimination of wastage in roll changeover
66% reduction in bobbin cutting wastage
25 kaizens implemented, reducing 20% overall wastage

Reduction in defects, increased the yield by 15%

Sustenance

The implemented results shall be sustained over a period by monitoring and review mechanism – SAIL (Systematic Audit & Improvement Loop)

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