Operational Excellence In Plastics Industry (Flexible Packaging)

Case Study
Africa

About Client

Founded in 1967, client has three generations of experience and expertise as a family operated printing company in Nairobi, Kenya. From humble beginnings as a commercial printer of a number of paper-based products, client has, through continued innovation, became a powerhouse in the manufacturing of flexible packaging within the region. Flexible packaging is the solution that is driving the success of FMCG brands in Africa, and client has grown to be the clear leader in the field in East and Central Africa.
Analysis

After detailed analysis and discussion with the client, following improvement areas were identified:

- Overall Equipment Effectiveness (OEE) improvement
- Lack of structured manufacturing excellence effort
- Lack of proper data management, analysis and timely action
- Lack of appropriate maintenance mechanism
- Quality issues
- Aligning individual and goals company goals
- Inadequate focus on workplace improvement
- High WIP (Work in Process) Inventory

Approach

Project Initiation

- Faber Infinite’s System Benchmarking Audit
- Capture real time data and conduct in-depth analysis
- OEE analysis
- Structured Inventory Management
- Wastage reduction and quality improvement
- Autonomous Maintenance mechanism
- OTIF (On Time In Full) Delivery & Safety analysis
- Six S (Five S + Safety)
- Daily Work Management
**Project Implementation**

- Conducted Faber Infinite’s System Audit on various parameters like operational excellence foundations, operational process audit, continual improvement practices etc. to understand the organization’s basic stability, process know-how, adaptability, change readiness, commitment from the key stakeholders
- Conducted cost and revenue, production & sales trend analysis
- Conducted changeover analysis & revised the changeover time to eliminate non-value adding activities and release hidden capacities
- Conducted OEE analysis to improve equipment performance
- Rolled out structured inventory management module (with PFEP philosophy) to optimize inventory and inventory days
- Quality improvement practices via scientific quality improvement approach (8D methodology) to reduce rejections, customer complaints and wastage
- Conducted breakdown analysis (department and machine wise) and focused on machine uptime improvement, autonomous maintenance and planned maintenance activities for all machines
- Rolled out spares inventory management practices
- Conducted safety analysis as per Heinrich Law for Safety
- Rolled out Six S (Five S + Safety) & visual management for workplace improvement and culture building
- Improved data management practices via data capturing frameworks on the Gemba
- Introduced Daily Work Management (DWM)

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**Results Delivered**

- Improved production quantity by ~31%
- OEE improvement by 20%
- Inventory reduction by 10%
- Rejection and wastage reduction by 30-40%

**Sustenance**

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

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