About Client:

Based in East Africa, client is a global leader in production of high-quality tea with reach across countries and a significant share of the East African market. The estate is located 10 kilometers east of Limuru town and about 40 kilometers North West of the city of Nairobi, the capital of Kenya, making it easily accessible from Nairobi.

Major products include variety of tea with premium brands and various flavors.
Analysis

Faber Infinite identified five significant opportunities and set targets to:

- Reduce Inventory
- Improve Overall Equipment Effectiveness (OEE) and reduce breakdowns
- Improve quality of tea leaf and finished quality compared to competitor
- Improve skill levels

Approach

- Project was initiated by providing the training and identifying the key areas for improvements
- Workplace Improvement along with improving the machine efficiency and reducing the breakdowns was the major opportunity
- Machines were selected which contributed to major breakdowns
- Identified the key issues for low quality of tea leaf
- Identified and analyzed the key issues for low quality during auctioning compared to competitor
- Analyzed the inventory situation and identified the optimum levels of finished goods inventory
- Identified key skills and skills for employee who lacks those skills
Project Implementation

Optimization of Finished Goods Inventory:
Calculated & rolled out the exact quantity of inventory one needs to keep in finish good stores based on consumption, safety stocks & buffer stocks and managed visuals in the stores accordingly

Reducing Breakdowns:
 Rolled out Autonomous Maintenance (AM) on key machines and reduced breakdowns by providing training and implementation of AM pillar, along with operators and supervisors

Improving Leaf Quality:
Categorized leaves based on its types and then rolled out specific quality improvement project via 7 QC tools on each category and improved it

Standardized all processes across the organization:
Standardized & implemented “visual” standard operating procedure (SOP) for each activity

Identified and Improved Skill levels:
The skills required for each activity are different, so conducted Pareto analysis for all skill levels of each individual and identified the areas for skill improvement and then conducted structured training programs to improve skill index

Results Delivered

Finished Goods Inventory reduced by 53%
Breakdown of key machines reduced by 71%
Leaf Quality improved by 33%
Average Skill Index of employee improved by 45%

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