About Client:

Client is one of the leading textile manufacturers based in Africa, with reach across African region and a significant share of the East African market. Major products are Yarn, Sweaters, Blankets, Masai, Baby Shawls, Scarves, Kikoys, knitwear, etc.

The client is also one of the leading suppliers to various schools for sweaters.
Analysis

Faber Infinite identified five significant opportunities and set targets to:

- Reduce wastages across the processes
- Improve machine productivity
- Need of proper customer complaints monitoring and improvement mechanism
- Improve employee skills
- Reduce Machine Breakdown

Approach

Project Initiation

- Projects were identified and at a large ceremonious event, the reward and recognition scheme for achievement of project targets was announced
- A dedicated steering team was set up to improve the processes, initiate actions and monitor progress
- On the job client team orientation was conducted to understand the manufacturing constraints and operational excellence tools
- Each team was assigned with clear roles and responsibilities to achieve the set targets
Project Implementation

Waste Reduction:
Conducted Cause and Effect Analysis for all the wastages across the process, finding the exact root cause and taking appropriate countermeasures to prevent waste generation

Breakdown Reduction:
Reduced the breakdown at all the key machines by restoring the basic condition of machine using Autonomous Maintenance pillar

Employee Skill Development:
Provided on the job training using Training Within Industry (TWI) framework, along with tutorials for continually improving skills, which will not only help at the Gemba but to manage the work life balance

Customer Complaint Resolution & Feedback Mechanism:
Designed & rollout of structured system to capture feedback from each customer, which in turn will trigger the customer complaints resolution, reduction in complaints and improving overall quality

Productivity Improvement:
Root causes for low productivity were identified and worked upon via various Problem-Solving tools to minimize the issues and improve the productivity

Results Delivered

Production improved by 20%
Soft waste reduced by more than 80%
Hard waste reduced by more than 88%
Breakdown in machines reduced by 50%
Skill Index improved from 35% to 75%

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