Strategic Excellence In Tea Industry

Case Study
East Africa

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.
Objectives

Strategy development & deployment, System standardization wherein organization can identify key improvement areas

To streamline improvement processes and standardization

To monitor individual performances based on key performance indicators

Analysis

Organization was looking for a new paradigm and new set of opportunities for improvement beyond operational excellence

Faber Infinite identified significant opportunities and set targets to:

- Increase revenue through new product development
- Optimize the costs for various elements
- Eliminate Customer complaints
- Build an internal training team for all major improvement drivers
- Inculcate objectivity in Performance Management System

Approach

- Project was initiated with a detailed Light House Exercise with all top management and establishing the way forward for key focus areas
- Each department was divided based on various heads and under each head there was a distinct strategy
- Each strategy was further divided into projects or activities
Project Implementation

The strategy was formed into L1, L2, and L3 matrix (L - Level), where, L1 – Organization, L2 – Department and L3 – Project or activity. Following broad areas were considered for strategy development;

Market (Revenue Through)
- Existing Domestic Market
- New Domestic Market
- Existing International Market
- New International Market

Product and Application
- Existing Product and Existing Application
- Existing Product with New Application
- New Product and New Application

New Technology & New Business Execution Method
- Joint Venture
- Innovation

Process Excellence
- Improve / Build Cost Leadership
- Improve / Build Quality Leadership
- Improve / Build Safety Leadership
- Improve / Build Delivery Leadership
- Improve / Build Customer Service Leadership

People Excellence
- Improve Employee Engagement
- Develop Effective Performance Management System (PMS)

Results Delivered

Increase in revenue by 11%

Standardized system for performance measurement

Increase in productivity by 15%

Reduction in customer complaints by 73%

New product development process strengthened

Increase in customer reach

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