

Fortune 500 Company wants to build continual improvement Culture

Background

A Fortune 500 company and a world leader in edible oils and specialty bakery fats was ramping up its presence in India through acquiring existing facilities while also setting up Greenfield factories. Among the four plants running in India, the company was looking to build a culture of continual improvement through a structured and systematic manufacturing excellence initiative. The company asked KIAP to help them develop a framework and roadmap for creating a continual improvement culture and Initiate the process in their key plants.

Our Approach Step 1 – The Roadmap

KIAP commenced the initiative through an Initial diagnostic workshop through which a Continual Improvement Project (CIP) roadmap was made defining improvement focus areas, goals and team structure.

At the outset, discussions with the unit top management brought clarity to the management strategy and objectives for the next financial year.

Cross functional teams comprising Heads of Departments and key Business Heads were formed to study the current operations vis a vis the management objectives. The teams came out with specific goals aligning with the management objectives. Process observations then threw up a list of improvement areas which were converted to defined Continual Improvement (CI) projects. A snapshot of the CI roadmap is shown below.

Strategy	Objectives	Goals	No.	CI Project	Recommended CI Tool	
					Improvement	Sustenance
Reduction in Mura (Inconsistencies in process)	Minimizing the process inconsistency in D Plant	A) To reduce the excess weight giveaway in pouches	i.	To reduce weight variation to from 5 gm to < 4 gm range as per machine capability	Fish Bone	AM & PM
		B) To reduce the pouch film loss from 2% to < 0.5%	ii.	To eliminate length variation and sensor related issues	Why-Why	AM & PM
			iii.	To reduce pouch loss during start up	Why-Why	SOP

		iv.	To reduce sealing related defects	Fish Bone	AM & PM
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Step 2 – Improvement workshops

With the CI Roadmap, KIAP experts the conducted focused improvement workshops involving the respective teams and working on the identified projects, improving and validating the results. Some of the initial improvements done:

- Reducing variation (Mura) in deodorizing through 5W-1H technique leading to higher output
- SMED to reduce strain and time for change of micron filter
- Reducing weight variation in bakery fats through problem solving techniques
- Reducing carton damages – pareto analysis, top causes solved through 5W-1H technique
- Flow layout to ensure online cutting and recycling of oil in leaked pouches
- Single piece flow to reduce throughput time of jar assembly
- Poka- yoke (Error proofing) to eliminate defects in label printing for cartons
- Minimize weight variation and weight giveaway for oils through jidoka & poka-yoke

Immediate Outcomes:

The following were the outcomes of Continual Improvement Projects take up

1. 50% reduction in pouch film loss
2. Carton damages and losses reduced by 25%
3. Excess Weight give away down by 30%

Step 3: Sustenance

A core operational excellence team was formed from amongst the existing factory team. KIAP handed over the initiative to the team and they then continued to work on the CI projects through internal workshops and top management reviews.