



Turning Around a Loss Making Company

Problem Statement:

A leading manufacturing plant operations was running into losses and was on the verge of closure.

Current State Assessment:

A detailed assessment of the current state indicated multiple bottlenecks:

- Process quality issues resulting in operational disruptions
- Finished product getting rejected at the final inspection stage
- Inventory build-up at multiple stages of the process and at finished goods, resulting in a poor inventory turns ratio of 1.3
- Backlog of production orders adversely affecting scheduled preventive maintenance

Desired State:

The plant operations were completely overhauled to achieve the following objectives:

- Drastically reduce the inventory levels
- Improve the throughput yield
- Improve process and final output quality
- Implement Kanban
- Improve Overall Equipment Effectiveness

Result:

Inventory turns ratio improved to 4.7 with a significant reduction in cost and improvement in plant profitability and customer satisfaction.

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