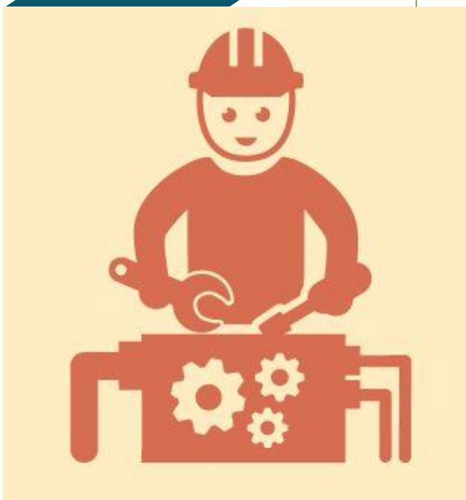
CASE STUDY ON WORKMEN PRODUCTIVITY IMPROVEMENT

Improvement story of cost reduction by improving workmen's productivity in a mattress manufacturing company



BACKGROUND

- ☐ The organization deployed a large number of workmen to carry out manufacturing activities
- ☐ The number of workmen was agreed upon between production, plant head, and HR head
- ☐ These numbers evolved in due course of time and no scientific study was conducted
- ☐ At the same time, the organization was facing stiff competition from the market and desperately needed to work on cost lines
- ☐ This is where the organization approached us to provide a scientific base to arrive at the number of workmen

CUSTOMER PROFILE

- ☐ A leading company in India manufacturing mattresses and comfort accessories.
- ☐ The company has six plants located across India with a corporate office located in NCR

CHALLENGE

- ☐ None of the sections were ready to leave any single workman although they were mostly contractual and could be deployed as and when needed
- ☐ The processes were defined at the macro level while several activities were being carried out on the shop floor and were not adequately accounted for and analysed.
- ☐ The efforts toward the identification and removal of non-value activities were minimal.

SOLUTION

- ☐ Every activity within a section irrespective of value-adding or non-value adding was noted down
- ☐ For all the activities video was taken to analyze (we do have a non-disclosure agreement for this)
- ☐ All the activities were decoded in Excel
- ☐ The concept of MOST (Maynard Operation Sequence Technique) / Cycle Time Study is applied
- ☐ The work content of each section was evaluated and the required number of manpower estimated
- ☐ Work content balancing of each operation done sequentially for the entire section and all sections

BENEFIT

- ☐ An average of 15~20% workmen reduction was achieved for the organization
- ☐ Each activity was associated with the workmen
- ☐ Non-value-adding activities were identified and attempted to eliminate
- ☐ Several lean initiatives were identified and completed to make the operation more agile and smooth
- ☐ The return on investment of the project was evaluated below 3 months
- ☐ The total group savings was estimated to be around INR 23 Mn per year
- ☐ Every section in charge became more aware of productivity concepts and was able to improve it further

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