

Productivity Improvement Case Study - An Aroma Chemical Manufacturing Company

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Solutions for Industry 4.0





The Problem

Company

The client is India's leading bulk manufacturer, supplier and exporter of aroma chemicals.

Context

- Increased Conversion Cost
- Failure In Achieving On Time Delivery

Problem statement

- Poor Resource Utilization
- Delay in Batch completion



Challenges Deep-dive

Work Allocation

Manpower category wise work allocation increased dependency on other category for work

Equipment capacity Utilization

Manual dependency in operations deviated the standard time resulting in increased batch timing

Interdepartmental Dependency

Chemical processes had to wait till clearance from Quality and Officers



Solution

Approach



Techniques Used

1. Process mapping
2. Time Study
3. Production Study
4. Observation
5. Semi -structured interviews

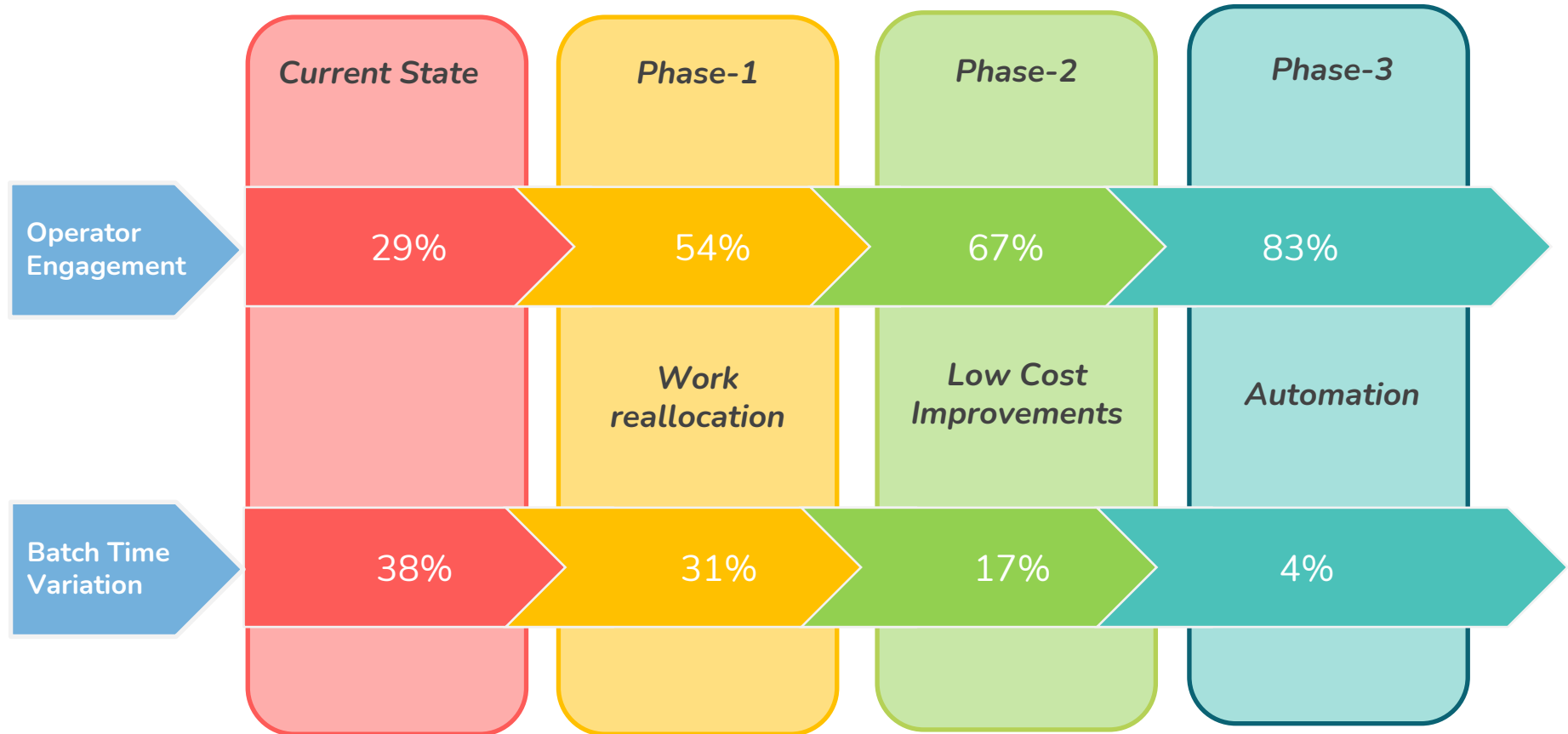
Key Suggestions

- ✓ Elimination of activities
- ✓ Delegation of activities
- ✓ Improving the process, reducing constraints, waiting time
- ✓ Reducing of duplication of activities
- ✓ Combination of roles
- ✓ Deploying best practices
- ✓ Develop To-Be structure

Implementation



Implementation Road Map



Impact

- **Manpower productivity improvement- 54%**
- **Batch output increased- 26 %**
- **Saving of INR 3.5 CR per annum**

