

CASE: Partnering Growth in an Equipment Manufacturing organization

About the Client:

The client is involved in the manufacturing of equipment for surface treatment purposes in plastic film and printing and packaging industries. With a standing of over five decades and a wide customer base across India and abroad particularly in Africa and the Middle East, the client was looking for quantum growth.

Key Challenges:

Sales over the last three years had stagnated at around 10 cr. range and not able to break through the barrier. The client believed that there had to be a fundamental change in doing business to grow. Aira Consulting was approached for a fresh look at the business.

Engagement with Aira Consulting:

AIRA Consulting studied existing processes across the organization and arrived at three areas that need to be addressed:

- Rework internal processes to enhance efficiency and hence lower costs to make the product competitive
- Improve on-time delivery performance since that is a cause of customer dissatisfaction and fewer repeat orders
- Reenergizes sales efforts that had got reduced to passive response to making it proactive sales plan achievement

Based on the study, AIRA Consulting did an in-depth analysis and highlighted the gaps in the system. Aira Consulting suggested measures that need to be adopted to plug them. This involved:

- ❖ Introduction of new online tools & formats for proper production planning, communication, coordination, and data capturing
- ❖ Introduction of new layout and efficiency standards to ensure optimum utilization of the plant
- ❖ Developing policies & SOPs to ensure smooth functioning without any reworks or rejections and thereby ensuring timeline adherence
- ❖ Developing and instituting sales planning and review processes for analysis and decision making
- ❖ Bringing accountability across the organization for specific functions to deliver on the plan of on-time delivery, efficient processes, and proactive sales

AIRA Consulting handheld the management and operations team to implement and roll out the new systems and processes. AIRA also undertook weekly and monthly audits of the implementation status and provided status reports to the management for initiating appropriate actions. A team meeting process was initiated between management and the senior operations team to share the data on performance and, define and agree on a plan for the subsequent week and month. This led to addressing shortfalls as it also provided prompt support to meet performance and timeline goals.

Significant changes were noticed in capacity utilization, production planning, and on-time performance. The client is confident of meeting the business target and thereby achieving the business goal of scale and profitability.

AIRA Consulting