

Synthite Spice

Improving throughput



Synthite is one of the pioneers and among the top spice producers in India. Part of Synthite Industries Ltd is mainly focused on the B2B segment and has an installed capacity of 7200MT/annum. Today, the company accounts for more than 30% of the global oleoresin market.

“Renoir’s capability in engaging with the process owners and shop floor employees to provide quick and lasting solutions impressed us the most.”

Aju Jacob
Director

Key Results

Throughput improved
by 12%

Conversion cost reduced
by 8.3%

Dispatch increased by 21%

Inventory reduced by 15%

PROJECT OBJECTIVE

The project at Synthite Spice commenced with the objectives to improve throughput, reduce repetitive failures and design and instal operational scorecards. Key deliverables from the project were to:

- De-bottleneck the plant to improve throughput.
- Set the system and process to solve the issues related to order fulfillment.
- Improve the order fulfillment and dispatch.
- Transform the operation’s culture to look into details.
- Design and setup for continuous monitoring and data capturing at shop floor.

ANALYSIS

During the Focus Process® stage, the team identified key issues which were restricting Synthite Spice’s ability to produce as per the installed capacity:

- Limited monitoring of output at an hourly/shift level.
- Poor data logging and control over planned & unplanned downtime.
- Lack of a target setting process.
- Operators were unaware about the expectations of them.
- Improper utilisation of manpower.
- Poor attendance during the night shift.

Focused discussions were undertaken with key process owners to understand the daily issues, along with observational studies to understand the managerial control and problem solving starting from the operator level to the production in-charge level. Checks and controls needed to be put in place in the form of system elements to guide the behavior which then leads to the desired level of output. Apart from above mentioned issues, additional opportunities were identified in the areas of order planning & scheduling, dispatch planning, order pipeline management, order profitability, review mechanism and meeting efficacy.

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PROJECT APPROACH & STRUCTURE

To improve throughput, the focus was to reduce unplanned downtime through a RCA culture, implementation of a PM calendar, real time monitoring of downtime at 15 mins intervals, spares planning and conduct trials to identify the best possible solutions to address the repetitive issues. Additionally, in order to increase the operating time, planned downtime was reduced through the reduction of changeover cleaning (CoC) time by designing and following resource-wise SOPs, improved the order visibility to facilitate the proper loading of the resources and improved the manpower availability during the night shift for increased utilisation of the resources.

In order to manage the initiative and ensure participation from all key process owners, a cross-functional Management Action Team (MAT) was formed involving participants from all key functions.

STRATEGIC INTEGRATION MEETING (SIM)

The SIM meeting was conducted during the seventh week of the project and the team developed a time bound implementation roadmap for improvement to resolve the prevailing issues and set up a culture for sustainable improvement.

KEY INITIATIVES

System elements to resolve the issues related to order planning and scheduling were implemented. The team institutionalised a formal structure to review performance and plan for the next period. In order to improve the availability of real time production data and expedite decision making, a programme of digital transformation at Synthite was initiated. The process of data capture in handheld devices was designed whereby data was transmitted to the ERP system. This saved time in entering data as well as avoiding data capture errors.

In order to address the cultural change, the process owners were trained in different concepts to improve their skills and attitudes.

RESULTS

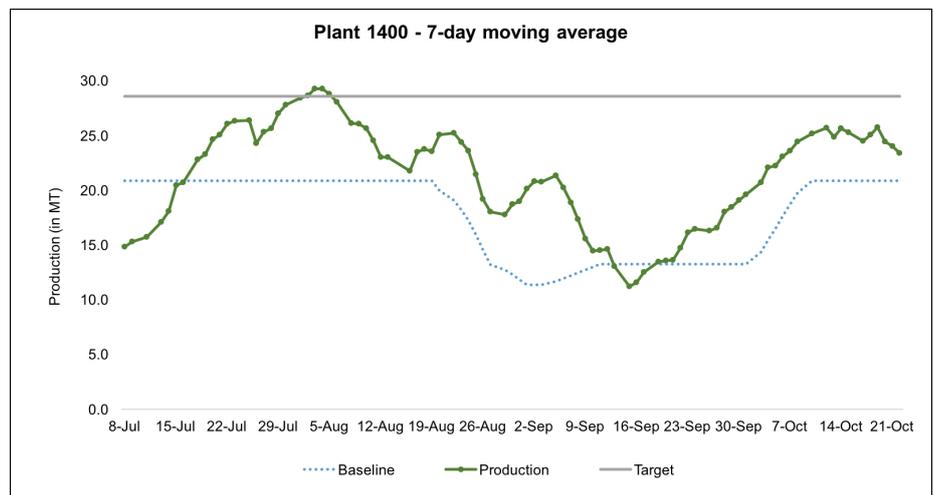
Key benefits realised during course of the project:

- Improved throughput by 12% compared to the baseline.
- Dispatch increased by 21%.
- Conversion costs reduced by 8.3%.
- Inventory reduced by 15%.

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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