

## Pakkar Group

Change from within drives improvement

Since 1967, the Pakkar Group has become a global, world class supplier of high grade leather (tanning & exporting). The Group has ventured successfully into Garments, Shoes and Glove making, in addition to their core business of Tanning. Comprising five manufacturing units across Tamilnadu, India, the Pakkar Group has set out some ambitious plans for the future.

“In today’s highly competitive markets, buyers want predictability in performance and mistakes are totally unacceptable. To achieve these twin objectives, putting the right systems and processes in place is an absolute must.”

**Mr. Naveed Ahmed Pakkar**  
*Managing Director*

“I can now sense a professional mindset in my people, from workers to top management, along with a fresh perspective of looking at things and getting them done. Now, if my people take up a certain task, it is considered to be done.”

**Mr. Sayeed Ahmed Pakkar**  
*Director*  
**Key Results**

Productivity improvement in the Tannery and Shoe unit by 15%

Glove factory output increased by 25%

Reduced rework and alteration percentages in Shoes, Garments and Gloves by 15%

### ANALYSIS

Pakkar Group companies are blessed with an able management team and employees possessing rich and diverse experiences in the fields of leather & allied products. This experience was supporting the operations however their rapid growth was outpacing development of the robust systems and processes required to achieve their ambitious goals. Renoir Consulting was asked to assess the situation and implement the required systems, processes and appropriate behaviours necessary to ensure success in implementing their overall strategy.

### PROJECT APPROACH

A Renoir consultants and Pakkar staff collaborated on a programme to develop and implement systems and processes for the Pakkar Group companies in the areas of Production, Quality, Delivery, Cost & Maintenance.

**Initiating Change:** Together the combined team worked through a four week Focus Process™, to assess and understand, in great detail, the five areas of focus. The current systems & processes were mapped to identify gaps in order to create new and robust systems, and various exercises such as brain storming, observation studies and data studies were conducted to unearth the potential.

**Implementing Change:** Gaining a better understanding of their current management control system gaps and available opportunities helped the organization to develop solutions suitable to their needs and requirements. To enhance the quality of the solutions, they were benchmarked against best in class companies. Brainstorming workshops enabled staff to understand the correct level of information detail that would correspond to the level of each user. Through these proactive interactions, systems were implemented after dry and wet runs to ensure fit for purpose, usability, accuracy, reliability and sustainability.

“Through this project, I am now able to see an overview of the entire plant’s performance in one place, covering the five focus areas. It helps me in making effective and informed decisions based on the data.” Shoe Unit Head

**Sustaining Change:** At the outset, one of the major concerns of top

## World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.

“I can now sense a professional mindset in my people, from workers to top management, along with a fresh perspective of looking at things and getting them done. Now, if my people take up a certain task, it is considered to be done.”

**Mr. Sayeed Ahmed Pakkar**  
**Director**

management was to ensure sustainability of the newly implemented systems. Involving the client's most promising employees in the program, helped address this concern, laying the groundwork for the future and Renoir's situational audit system demonstrated acceptance progress. The increasing trends of the audit scores and the visible benefits were instrumental in “sustaining the change”.

“The project has brought about a cultural change from within, cutting across ranks, right from workers to the top management.” Gloves Unit Head

Driving the significant production improvements highlighted above were:

- Increased visibility and a reduction of excess inventory (WIP and rejects):
- Shoe factory changed to a single piece flow incorporating a components 'supermarket' to make it work
- Gloves unit moved to a best piece flow from batch manufacturing
- Systems improvements to ensure the right data is being captured, at all levels
- Set up a fit-for-purpose, data-driven, Management Control System within key areas which helps managers to predict / forecast, plan and exercise appropriate controls.

## 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.

Visit Renoir at [www.renoirgroup.com](http://www.renoirgroup.com) for more information and a complete list of regional contacts or send us an e-mail at: [renoir.office@renoirgroup.com](mailto:renoir.office@renoirgroup.com)

## World Leaders in Sustainable Change

© Renoir Consulting Limited. This document remains the property of Renoir Consulting Limited and must not be copied or distributed in hardcopy or electronic form without the prior written approval of Renoir Consulting Limited.