

Kirloskar Ferrous

Leaving the office on time

Kirloskar Ferrous Industries Ltd (KFIL) is one of the leading manufacturers of foundry products used in automobiles. This Case Study highlights the results of a joint performance improvement project between KFIL and Renoir Consulting named "Project Parivartan."

"Now I have lot of time to oversee the actions of my deputies because of the new way of working. The systems developed through "Parivartan" are highly valuable. We need to continue them."

RV Gumaste
MD, Kirloskar Ferrous

Key Results

Phase 1 ROI > 300%

Phase 2 ROI > 600%

Productivity up 8%

38% decrease
in maintenance downtime

Quality rejection down 1.5%

Dispatch compliance from
75% to 95%

VIVO time reduced by 7
hours

Set-up time reduced from
140 to 75 min

GRR clearing time
reduction from 7 to 3 days

406 man days of training

ANALYSIS

Kirloskar Ferrous, with 3 strategic business units in Hospet, Karnataka and Solapur, Maharashtra, was feeling a lot of pressure from demand in the suddenly booming Indian automotive market. It needed to quickly improve its operations so that it could satisfy its customers' demand and improve profitability, so Mr RV Gumaste, MD of KFIL invited Renoir Consulting to assess the opportunities.

Renoir's initial 3 week Analysis identified four major opportunities:

- Improvement in productivity by reducing production lost time
- Reduction in maintenance down time
- Improvement in internal and customer end quality
- Improve the SCM processes to support operations

PROJECT

KFIL and Renoir jointly launched a 30 week implemented performance improvement project, with the aim of enhancing performance in three core areas, Production, Maintenance and Supply Chain. A team of 5 Renoir consultants and 14 KFIL staff approached the project in three stages:

Stage 1: Taking the KFIL stakeholders through a detailed definition of the issues and opportunities in each area.

Stage 2: Development of the systems required for effective control

Stage 3: Sustaining the change process through the use of situational leadership

One of Renoir's core strengths is their ability to engage the workforce at all levels to get their enthusiasm, buy-in and ownership. These comments seem to bear that out:

"You have sown the seeds, we will carry on further. The systems developed by the Maintenance MAT (Management Action Team) will be extremely beneficial forever"

GM, Head Maintenance

"Because of Renoir we have become disciplined, time oriented, results oriented"

GM, Head Production

"I do not get any more break down calls in the night"

Mould line maintenance supervisor

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“For last 2 months I have been leaving office at 3:30 unlike previously when I had to leave at 7”

IC plant maintenance supervisor

OUTCOMES

Key Systems, Processes & Skills installed and/or improved included:

- Short Interval Control Systems
- Preventive Maintenance Management System
- Daily condition monitoring checks
- Formal review structures across all hierarchical levels
- MTBF & MTTR equipment wise analysis and timeframes
- Mould line cycle time monitoring
- Critical spares storing and monitoring system
- Daily Log book & down time recording system
- History Cards
- Shut-down jobs planning
- Sunday jobs planning
- Part listing system
- Problem diagnostic systems
- Contractor evaluation system
- Vendor assessment
- Operational Scorecards and mechanism to review
- Quality systems & Process control checks
- Performance and take actions
- Maintenance Systems to improve effectiveness
- Setup changeover system
- Checks for Rejection control and Process control
- Core setting area standard operating procedures
- 25 mm less pouring
- Shakeout damage control checks
- Run chart for pouring temp control
- Layout change – core box and shell core
- Fault tree analysis of repetitive and major problems
- SMED trolley for K40 C
- Audit systems
- Pre Sales and Operations Planning meeting
- Planning calendar
- Constraints for planning
- Fettler Survey
- New product development tracking system
- Projects tracker
- Annual rate contract system
- Quality plan for branded & nonbranded items
- Min-Max system
- Truck utilization and VIVO log sheet

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- Fettleers and suppliers survey
- Induction Process
- Recruitment Process
- Escalation Process
- Defining Roles & responsibilities
- Training calendar
- Training effectiveness
- Training Feedback system
- Confrontational skills
- Safety
- Creative Tension (Target – Actual – Variance)
- Driving performance

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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