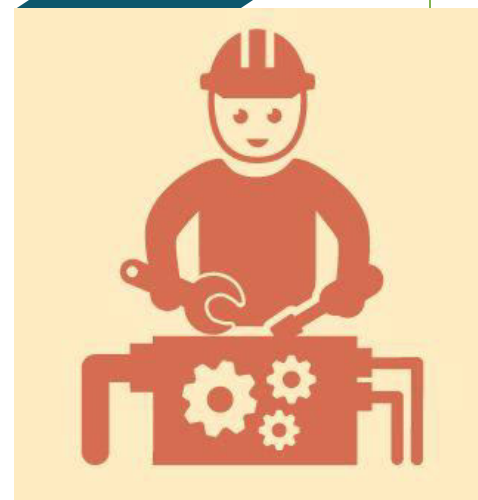


## CASE STUDY ON WORKMEN PRODUCTIVITY IMPROVEMENT

Improvement story of cost reduction by improving workmen productivity in a mattress manufacturing company

### BACKGROUND

- Organization deployed a large number of workmen to carry out manufacturing activities
- The number of workmen was agreed between production, plant head and HR head
- These numbers were evolved with due course of time and no scientific study was conducted
- At the same time the organization was facing stiff competition from market and desperately needed to work on cost lines
- This is where the organization approached us to provide a scientific base to arrive on number of workmen



### CUSTOMER PROFILE

- A leading company in India engaged in manufacturing of mattresses and comfort accessories.
- The company has six plants located across India with a corporate office located in NCR

### CHALLENGE

- None of the section were ready to leave any single workman although they were mostly contractual and can be deployed as and when needed
- The processes were defined at macro level while several activities were being carried out on shop floor and were not adequately accounted and analysed.
- The efforts toward identification and removal of non-value activities were minimal.

### SOLUTION

- Each and every activity within a section irrespective of value adding or non-value adding were noted down
- For all the activities video was taken to analyse (we do have a non-disclosure agreement for this)
- All the activity were decoded in excel
- Concept of MOST (Maynard Operation Sequence Technique) / Cycle Time Study are applied
- Work content of each section was evaluated and the required number of manpower estimated
- Work content balancing of each operation done sequentially for entire section and for all sections

### BENEFIT

- Average 15~20% of workmen reduction was achieved for the organization
- Each activity was associated with the workmen
- Non-value adding activities were identified
- Several lean initiatives were identified and completed to make the operation more agile and smooth
- Return on investment of the project were evaluated below 3 month
- A total of group saving were estimated to be around INR 23 Mn
- Every section in-charge became more aware of productivity concepts and were able to improve it further