

## Milking Benefits at a Leading Dairy



### ECS multi-thronged strategy helps a leading dairy revitalize its operations

The client, one of the leading dairies in Gujarat, was in the worst possible tight spot when it approached ECS: Its products were perceived to be of poor quality by the market. This problem was further compounded by the fact that the workforce lacked any perspective on the business, customer-relation and competition.

Also the client felt a need to streamline all its systems before it could go ahead with its plan for ERP implementation.

All this led the management to undertake a structured quality improvement initiative.

#### Management Challenges:

- Poor Quality perception in the market
- Poor delivery performance and high costs
- Inward looking workforce

The client wanted ECS to help build customer and quality consciousness within the organisation and demonstrate achievement of tangible benefits as a result of this change.

**ECS intervention helps The Dairy save over Rs. 2 Cr. In bottom line benefits**

The objectives:

- Bring about tangible reductions in cost, enhance quality and improve delivery in powder plant, cattle feed plant and milk processing
- Improve and streamline business processes
- Bring about positive change in the mindset within the organization
- Build competencies in the people at managerial level so that they can work towards improving quality in every aspect of operations.

#### The Solutions Framework

ECS addressed the problem with a multi-thronged strategy

- Building mass awareness about the business imperatives through LSIP mode of communication.
- Launching several Focused Improvement Teams in key areas of Cost, Delivery and Quality through a Structured Problem Solving Process.
- Redesigning Key Business Processes like Purchase and Production Planning
- Engaging employees in grass root initiatives like 5 S and Kaizen
- Team building at the Top Management level by creating a common reference point through "Shared Vision/ Value Deployment" Process.
- Creating a structure for communication and regular review through Steering Committee Meetings, Kaizen coordinator meetings, HK Meetings etc.
- Introducing focused training and workshops to build generic managerial competencies at the middle level

## The Achievements:

The ECS – Client collaboration produced several tangible and intangible benefits:

### Focused Improvement Initiatives

- 75% reduction in new powder plant rejection
- 25 MT/month increase in saleable output through increased capacity utilization of the cattle feed plant.
- 15% Reduction in furnace oil consumption
- Reduction in breakdown time of separators from 3% to near zero.

### Business Process Improvement Initiatives

- 90% reduction in cycle time in the “Indent to Order Process” reducing shortages significantly.
- 58% reduction in cycle time in the “Material receipt to Payment Process” resulting in higher vendor satisfaction.

### Housekeeping Improvement and Kaizen Initiatives

- Improved workplace management and housekeeping
- High involvement of employees in Kaizen Schem resulting in around 2 kaizen per employee per month.

## Contact for details

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**ECS** is a premier business management-consulting firm in India. Its consulting practice covers Services, Strategy, Operations, Human Resources & Change Management, Supply Chain Management and Full Value Spend.

In its Operations practice, ECS is active in helping clients to align their operations with their strategic goals using the latest concepts in **Business Process Re-engineering, strategic cost reduction, policy deployment, Supply Chain, New Product Development, Six Sigma and TPM** etc. ECS has been pioneering the effort of transformation management in India and is well known in **Process Transformation**.

ECS's interventions have helped clients in significantly reducing cycle time, cost and defects and increasing throughput, productivity and reliability. ECS follows a method of collaborative consulting with a strong emphasis on people involvement

ECS client-list includes well-known companies in India, such as Amul, Castrol, Godrej Goodlass Nerolac, Marico, ITC, Larsen & Toubro, Crompton Greaves, Dr. Reddy, Pfizer, Torrent Cables, Rallis, Grindwell Norton, Trident, and TAFE etc.

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