



Altius Consulting Team

Company Profile

2014

Performance through action

About ACT and our philosophy

- ▶ ACT is a management consulting firm offering business advisory services to companies in India and overseas.
- ▶ Our consulting methodology is significantly inspired by the holistic Japanese – *Gemba* based philosophy.
- ▶ Our team has rich experience of business management and performance improvement in various aspects of business, such as
 - ▶ Productivity improvement
 - ▶ Cost reduction
 - ▶ Defects reduction / elimination
 - ▶ Lead time reduction
 - ▶ OTIF (On Time In Full) Delivery Improvement
 - ▶ Quality improvement
 - ▶ Inventory Reduction
 - ▶ Capex Control
 - ▶ Improved Team Work and Cross-departmental coordination
 - ▶ Improved employee involvement and ownership
- ▶ Our expertise lies in the areas of:
 - ▶ Lean
 - ▶ Business Planning and growth strategy
 - ▶ Total Productive Maintenance
 - ▶ Equipment Reliability Maintenance
 - ▶ Costing and integrated financial models
 - ▶ Annual budgetary activities
 - ▶ Process Transformation

Our Approach

- ▶ All our modules are a combination of 'Top down' and 'Bottom up' initiatives making them most effective in yielding organization wide results through involvement at all levels.



- ▶ Our methods facilitate speedy diagnosis for problem solving, concurrent implementation of best practices resulting in gaining results very rapidly.

Why ACT?

- ▶ We have a unique synergy of analytical skills, industrial insights and management consulting experience to offer to our clients.
- ▶ We take pride in having serviced clients in varied industries in both service and manufacturing sectors..

Services: One or a combination of our different modules are deployed as per clients' suitability, based on an initial assessment



An Overview

- ▶ Our performance improvement approach addresses aspects of business that affect EBIDTA of a company and often has positive impact on some of the other key parameters of balance sheet and PAT.
- ▶ We deploy our services to improve Business Process Effectiveness in areas such as
 - ▶ Operations
 - ▶ Supply chain
 - ▶ HR
 - ▶ Sales & Marketing
 - ▶ KPI Performance Improvement
 - ▶ Layout designs
 - ▶ Trainings
 - ▶ Diagnostics for identifying improvement opportunities
- ▶ It is possible to start from the basic Problem Solving module and gradually move towards Business Excellence module

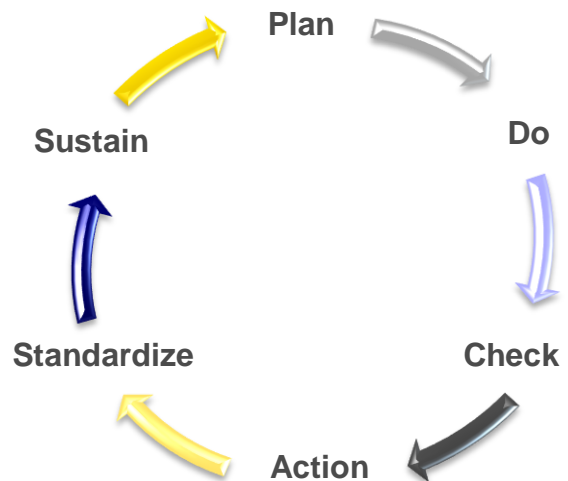
Problem Solving Module

- ▶ Problem Solving workshops are undertaken as short engagements to address specific burning issues requiring immediate resolution.
- ▶ Typical issues such as line productivity improvement, throughput Improvement, defect reduction etc. are taken up to drive tangible results in these areas.

- ▶ The problem solving approach is a team based method which has been scientifically designed and when coupled with experts' assistance, is very effective in cracking the most challenging issues in a short span of time.

Process Transformation Module

- ▶ Under this module, we undertake to identify required blend of factors such as team structure, people orientation, effective use of the 4Ms, environment, levers of control, etc., necessary to get optimal outcomes
- ▶ We diagnose shortcomings or change requirement, design processes, and carry out required improvements in client companies sustain
- ▶ Assignments are typically in the areas of Inventory management, Organization restructuring, Overall Process Efficiency Improvement (OPE), executed through a series of P-D-C-A and S-D-C-A cycles in succession, combined as P-D-C-A-S-S



Services: One or a combination of our different modules are deployed as per clients' suitability, based on an initial assessment



Business Excellence Module

- ▶ Business excellence is a journey and strong management commitment linked with **long term strategy** and **culture building**
- ▶ Even the evolved companies which are adept with the problem solving tools and techniques, tend to slow down, owing to reasons such as attrition, lack of re-fresher trainings, change in industry scenario, etc.
- ▶ Business Excellence “**Next Level**” intervention aims at assisting such organizations sustain and advance their best practices through a well suited framework and assessment of the organization using guidelines from some of the established models
- ▶ Guidelines are framed to suit the organization’s culture, industry etc. jointly with senior representatives from client organizations
- ▶ A step by step assessment and gap identification is carried out for different levels of business excellence
- ▶ Required training / guidance is then provided in areas where gaps are identified

Illustrative

Sr. No.	Activity No./ Name	Define Objective	Responsibility of	Authority of	Accountability
Level 1					
1.1	Flow				
1.2	Muda				
1.3	1-S (Seiri)				
1.4	Single Piece Flow				

S. No.	Sub Criteria	Max Points
2.1	Organization-wide 5S Implementation : Sorting <ul style="list-style-type: none"> • Sort unnecessary items from all the areas regularly. • Establish a standard procedure for disposal of unnecessary items. • Create extra space at all Workplaces as applicable. 	50
2.2	Systematizing <ul style="list-style-type: none"> • Achieve “Most convenient place status” in all areas. • (Place for everything and everything in its place) • Ensure that the retrieval time for all items is less than 30 seconds. 	50
2.3	Sweeping / Cleaning <ul style="list-style-type: none"> • Provide suitable Cleaning Kits at all workspaces. • Clean all areas thoroughly. 	50
2.4	Standardization	50

Other Value Added Services

- ▶ Executive Development Tours:
A tour to Japan for executives – a combination of industry visits (to companies including Toyota Motor Corporation, Denso, etc.), interactive inputs and activities.
- ▶ Participative Forums:
Enabling client teams to participate in various recognized forums, case study competitions, etc.
- ▶ Training Modules:
Full-fledged management development certificate course are available to train people

Our Credentials & Case Studies

Productivity Improvement in:

- ▶ Equipment, preventing need for investing Rs. 3 Crore, in new equipment using Genchi Gembutsu Principle
- ▶ Mixer Turn Over (MTO) in paint manufacturing plant: from 5.5 to 7.1 in a span of 2 months, leading to improved mixer efficiency by 30%, resulting in plant producing volume of 536KL against rated capacity of 450KL
- ▶ Swiss plant of a major supplier to aluminium foundries worldwide, reducing manpower requirement from 3 operators to 2 operators (50,000 USD per annum), and reduced space of 100 sq. mts. in a span of 5 days
- ▶ Sales of a leading international retail chain for fashion garments, resulting in the store sales rising to rank 2 (India) from a ranking of 4-5 over a period of 2-3 months

Performance Improvement Visioning & Executing:

- ▶ Designed & Led the “3 year Vision setting” exercise for plants involving:
 - ▶ Current performance review
 - ▶ Muda walk in plants identifying Muda, Mura & Muri & scope for improvement SWOT analysis
- ▶ Lead engagements on operations improvement, business plan documentation with 5 yr projections – incorporating the suggested improvements, annual budgeting exercise etc for a Steel manufacturer

Equipment Reliability / TPM:

- ▶ Facilitated TPM project to reduce breakdown hours from avg. 10-12 hours to avg. 1.5 hrs PM, using RCA & CAPA
- ▶ Diagnostic carried out for identifying areas of improvement in equipment reliability maintenance in a fertilizer manufacturing company

Variation Reduction:

- ▶ In reaction time between 35 – 50 hours be brought in the range of 36-40 hours within a period of 4 days, by determining the root-cause using systematic step-by-step differential diagnosis technique
- ▶ Rework reduced to less than 10% in a product line of a precision tools manufacturer

Lead Time Reduction / Output Increase / VSM:

- ▶ Carried out process mapping for office processes like Request for Sanction (RFS) and PR to PO to Ordering, identified gaps leading to high lead time & improved processes using techniques like Concurrent Engineering, etc.
- ▶ Output doubled, over a period of 2-3 months in a product line of a precision tools manufacturer, using techniques like Muda Walk & VSM
- ▶ Improved throughput of a Powder Coating paint manufacturing unit by 100MT per month within a span of 2-3 months

Improvement in productivity by 33% using Lean principles ...

Background

A major plant of a leading multinational producing ceramic filters to foundries and smelters



Issues / Requirements

Based in a developed country – labor cost being very high, client was facing issues like low productivity, space constraints, high lead time and delays in their packing line.



Actions Undertaken

- ▶ Mapped gaps in the existing processes, obstructing flow following a MUDA walk approach
- ▶ Implementing solutions in P-D-C-A mode, to eliminate the NVA activities
 - ▶ Basic multi-skilling of operators
 - ▶ Combining work into Hitori Yatai Seisan
 - ▶ Designing work stations to efficiently carry out the functions



Benefits

- ▶ Over 30% improvement in productivity
- ▶ Reduction in line length by 50%
- ▶ 45% space saving

Leading international retail MNC

Background

A large international retail fashion brand with multi-store presence across India



Issues / Requirements

- ▶ To build a strong team and culture of continual improvement
- ▶ Improve individual outlet efficiency in SSPD (Sales Per Sq.Mt. Per Day)



Actions Undertaken

- ▶ Training to sales team at individual outlets, on customer-oriented improvement culture
- ▶ 5-S in the backend storage
- ▶ Various initiatives undertaken to reducing waiting & queuing of customers



Benefits

- ▶ Improved shopping experience for the customers owing to:
 - ▶ reduced waiting time
 - ▶ reduced queuing time
 - ▶ quicker response
- ▶ Increased outlet sales reflected in their improved SSPD and pan-India ranking

Improvement in productivity by 33% using Lean principles ...

Background

A major precious jewelry retail brand showroom



Issues / Requirements

- ▶ Improvement in SSPD (Sales Per Sq.Mt. Per Day)
- ▶ Inventory management to reduce non-moving and slow-moving stock



Actions Undertaken

- ▶ Used various process improvement techniques like:
 - ▶ 5-S
 - ▶ Visual management
- ▶ Established Inventory replenishments and tracking systems
- ▶ Improved and standardized displaying patterns



Benefits

- ▶ Overall sales increased 3.5%
- ▶ Avg. Sale Amount per Bill increased by 10%
- ▶ Inventory turnover increased by 3.5%
- ▶ Customer queuing time reduced by over 40%

Financial Services Company, accounting procedure accuracy & timeliness streamlined

Background

A mid-sized research based financial services company trading and investing in financial products



Issues / Requirements

- ▶ Lack of well defined & standardized systems and procedures
- ▶ Repetitive re-work and reconciliation of accounting entries
- ▶ Heavy dependency on seniors for process accuracy
- ▶ Poor timeliness in meeting internal benchmarks for statutory requirements



Actions Undertaken

- ▶ Mapped gaps in the existing processes, leading to delays and errors
- ▶ SOPs, templates trackers laid out to standardize processes and ensure timely completion
- ▶ Internal customer orientation built into PMS (Performance Management System)
- ▶ Creation of an Annual calendar & tracker for meeting statutory requirements



Benefits

- ▶ Processes improved to give higher productivity and speedier completion
- ▶ Processes more standardized and system driven enabling lower person dependency, better accuracy
- ▶ Better team work or interdependent departments within the organization
- ▶ Timely completion of statutory formalities as per internal benchmarks

Key Profiles



Nishi Podhar

- ▶ A competent professional with over 8 years of experience in implementing Lean, Problem Solving & Performance Improvement tools in companies in India, as well as countries like UK, Switzerland, Sweden, and Czech Republic
- ▶ A wide experience of working in varied industries ranging from Retail, BPO, Financial Services Jewelry manufacturing, Steel, & Brass rolling, Precision & heavy engineering, Process and Pharma industries, Printing
- ▶ Undertaken projects in areas such as Operations process optimization and standardization, Sales process effectiveness, PMS Module, HR & Accounting process streamlining, Quality improvement through Defect reduction, Productivity & Delivery improvement, Supply chain, Logistics etc.
- ▶ Experience in implementing techniques like Pull, VSM, SMED, Hitori Yatai Seisan, Poka Yoke, KANBAN, 5-S, Single Piece Flow, 3MUs identification & elimination, TOC, , TPM, TQM etc. and delivered measurable results in organizations, in short span of time.
- ▶ Trained under eminent industry and consultancy experts like Masaaki Imai Sensei – author of several best sellers like ‘Gemba Kaizen’ , Dr. Gondhalekar – author of best seller ‘Chronicles of a Quality Detective’
- ▶ Visited, observed & learnt the practical implementation of Japanese techniques at Toyota Motor Corporation.
- ▶ Instrumental in designing and conducting a Management Development Program (MDP) for Welingkar Institute, Mumbai in “Lean Operations Management” a certificate course for a major MNC
- ▶ Designed & conducted Simulation exercise to draw TOC & Lean concepts of flow, pull, Hitori Yatai Seisan etc.
- ▶ Visiting faculty and guest lecturer in Mumbai based institutes like – S.P. Jain Institute, Welingkar Institute, N.L. Dalmia and Mithibai College for under graduate, post graduate and executive MBA classes on various tools & techniques like Lean, TOC, 5-S, Kaizen
- ▶ Consulting & industry experience in companies like Ernst & Young Pvt. Ltd as Sr. Consultant in Advisory, Kansai Nerolac Paints Limited, as Manager – Corp. Mfg. Excellence and Kanzen Institute Asia Pacific Pvt. Ltd as consultant

Key Profiles



Basudev Banerjee

- ▶ M.Sc. in Mathematics and an Applied Statistician (M.Stat.)with specialization in SQC & OR from Indian Statistical Institute
- ▶ Registered QMS Lead Auditor and has been faculty for ISO 9k and 14k
- ▶ Certified Examiner for IMC- RBNQA (Equivalent to MBNQA) for Business Excellence. Has been a senior examiner since its inception in 1997
- ▶ Certificate holder in 5S from JIPM
- ▶ Over five decades of experience in Industry in QA and Systems related areas
- ▶ Has been and continues to be visiting faculty for courses like Quantitative Methods in Decision Making, Operations research etc. in Management Institutes of repute
- ▶ Areas of expertise include:
 - ▶ SPC, TQM, Six Sigma & Lean Six Sigma, * 5S, Kaizen and TPM towards Quality, Productivity improvement and Cost reduction areas
 - ▶ RGNQA & RBNQA and Deming Award towards acquiring World Class Status
 - ▶ ISO 9k, ISO 14k & OHSAS
- ▶ Has written four books, three on Statistical Process Control and one on Operations Research used across industries and management programs for reference
- ▶ Conferred upon Lifetime achievement Award by Quality Forum of India
- ▶ Worked with companies such as Larsen & Toubro, Jindal Steel, , Legrand (I) Pvt.Ltd. - Jalgaon and Sinnar Plants, Supreme Industries, Reliance Industries Ltd., Euro Ceramics, Laxmi Hydraulics helping them establish World Class practices and Lean Six Sigma.
- ▶ Successfully guided L&T's ESP Unit to acquire RBNQA in 2009
- ▶ Worked on world class practices and QA, in companies like Associated capsule, Metal Box India.
- ▶ Holding position of President of NCQM and also Chairman of its Education Committee
- ▶ Has experience across industries like Ferrous and Non-ferrous Foundries, Precision Engineering, Food , Pharma, Chemicals, Packaging, Ceramics etc.

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Thank you

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