





# AIMING OPERATIONAL *EXCELLENCE*

## OPERATIONAL *EXCELLENCE*

Operational *Excellence* is a philosophy of the workplace where problem-solving, teamwork, and leadership results in the ongoing improvement in an organization. The process involves focusing on the process, keeping the employees positive and empowered, and continually

improving the current activities in the workplace. Often Industries strive to have operational excellence so that you know your company is executing work in right manner.



*ANM* Strategic & Management Consultants Pvt. Ltd.

## SCOPE

Implementation of A-O-E is an effective Operational Analysis Technique in the prevailing System by making considerable amendments for

escalating its operational effectiveness & aiming operational excellence in an industry.

## *SYNOPSIS*

This process is a structured, formalized way to investigate the current processes and determine suitable measures for its improvement in terms of quality, productivity, Lead times & measuring their effectiveness.



# PROCESS AS-IS



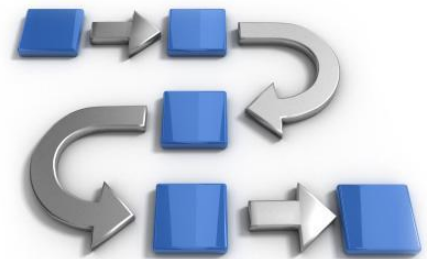
1. Client's **KPI**/ Customer's Expectation
2. Existing Production Process Vs. Ideal Process
3. **EPS** Equipment Listing/ Performance Standard
4. Production History (*Planning Vs. Achievement*) [*Half Yearly*]
5. **MUDA** Wastage/ Rejected/ Defect Details [*Half Yearly*]
6. Breakdown History (*Major & Minor Equipment*) [*Yearly*]
7. **DTD** Down Time & Delays [*Half Yearly*]
8. **STOCO** Stores Consumables [*Half Yearly*]
9. **CUP** Consumable Usage in Process [*Half Yearly*]
10. **EXIMA** Existing Maintenance & its SOP  
*[Daily, Weekly & Monthly]*
11. **ROI** Root Opportunities for Improvement [*Within shop floor*]
12. Production & Quality departments (*Process Executors*)

13. Expectations Vs. Actual Process Input (*Raw Material*)

*[Immediate Internal Customer]*

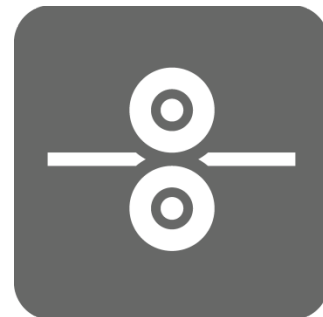
14. Existing Utilization of Manpower & **RACI**

## IMPLEMENTATION



### I. PRODUCTION

- Production Objectives w.r.t Management Programmes (*Daily, Weekly & Monthly*)
- OEE Overall Equipment Effectiveness
- Trend Analysis
  - Production
  - Delay
  - Rejections
  - Breakdown



## II. *MAINTENANCE*

- Reactive [*Breakdown*]
- Preventive
- Predictive [*Schedule*]

## III. *CAPA & RCA POLICY*

Corrective & Preventive Actions along with Root Cause to be determined based upon the Criticality, Production, Cost & Safety.

## IV. *MONTHLY REVIEW MEETING*

With Top management & HODs based upon the outcomes, reviews & suggestions from AOE's implementation

## V. *ASSIGNING RACI*

Assigning Responsibility, Accountability, Consulting & Information flow within the processes

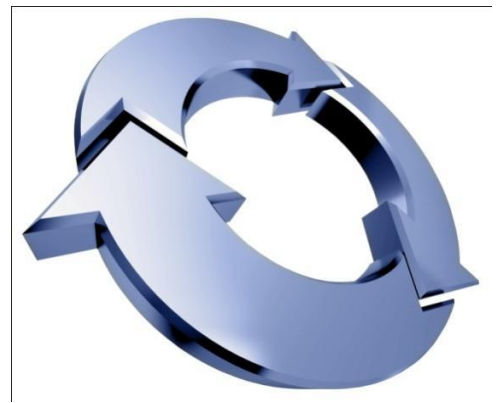
## VI. *TRAINING*

*Training of the team members on the topics for this project*

- Ideal Work Practices
- Standard Operating Procedures
- Checklists
- Best Practices
- Root Cause Analysis

## VII. *EXCELLENCE BOARD*

*Board for the summarized targets of the AOE drive, continuous monitoring and achievement status.*



*Nominating a determined, proactive & a technically sounded team from an individual representing each process for the implementation of this drive.*



*Determining the Flow Chart for the manufacturing of products & determining a Standard Operating Procedure and assigning its Responsibility (R), Accountability (A), Consult (C) & Information (I) for each process constituting that chart*

*Extracting all the operations as determined from the Flow Chart, Studying bottlenecks of each operation on basis of its Breakdowns, Defects, Delays, Accident, Waste, Mistakes, Rework, and Non value adding costs etc. These also include:*

- Complaint Handling
- Supplier Performance
- Accidents
- Equipment Monitoring
- Process Controls
- Cost Reduction Effort
- Audits
- Suggestions
- Continuous Improvement Effort

*This complete procedure will require a competent dedicated team for driving this System. And will show effective results of successful closure of the undertaken process. Which will be highlighted at the Excellence Board.*

# IMPLEMENTATION METHODOLOGY

- Production Transform
- Maintenance Transform
- CAPA & RCA policy
- Defining of Problems associated with the processes *Brain Storming*
- Monthly Review Meeting
- Assigning RACI
- Trainings
- Excellence board

## OUTCOMES

- Increase in Efficiency of Operations
- Increase in Quality
- Increase in Productivity
- Shorter Lead Times
- Less Rework
- Cost Reduction
- Enhancing Safety
- Standard Waste Management
- Technical Skill Development
- Proactive Team Functioning

- Enhancing Problem Solving Skill

