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DEEPAK GARG, CEO, SANY INDIA, SHARES THE SECRET
BEHIND HIS COMPANY'S PHENOMENAL GROWTH

“There is always a **better way of doing things!**”

The Machinist caught up with **B K Rajkumar**, Executive Vice President-Business Excellence at Godrej & Boyce Mfg. Co. Ltd. under whose leadership and guidance the Company employees have successfully completed a strategic change at the manufacturing level

By **Niranjan Mudholkar**

Successful manufacturing companies are always driven by the quest to continuously improve on what they are doing. They are guided by questions like “How can we improve this?” or “Is there a better way of doing this?”. And more often than not, these improvements are initiated by the operators on the shopfloors.

In the manufacturing parlance, this activity is described as kaizen. Kaizen is actually a Japanese term where ‘kai’ means change and ‘zen’ means good, so together it means a good change or improvement. Today, the term – as a business process – means ‘continuous improvement’.

Godrej & Boyce (G&B) has institutionalised the practice of kaizen with great benefits to the organisation. In 2009, it started organising the annual ‘Kaizen Fest’, an exhibition and competition where in it accepts entries from employees across levels. “The competition is held at three levels – manager, supervisor and workmen. An external panel judges all the entries and the best kaizen at all levels is selected and implemented in the business. The kaizen made by G&B employees have also won prestigious external awards at CII, Kaizen Institute, Kaizen conference etc,” shares B K Rajkumar, Executive Vice President-Business Excellence at Godrej & Boyce Mfg. Co. Ltd. So far, G&B has won 22 awards at the National level and eight awards at the state level. “Of course, G&B used to follow kaizen even before 2009 but it was limited to individual kaizens. In 2009, we started doing it at the corporate level.” Accordingly, a proper structure was created and kaizen coordinators were appointed for each of the fourteen different divisions of the organisation.

A kaizen council was established and it created a set of guidelines in the form of SOPs as well as monitoring parameters. “The objective has been to build a robust forum for blue collar engagement in kaizen with a focus on the operators,” Rajkumar shares. The ‘fest’ has been increasingly popular as is evident from the growing participation. “In 2010, we had about 35 percent participation from our operators. This has gone up to 90 percent in 2015.” Initially, with the objective



A quick example

Godrej Security Solutions faced an operational issue at its plant when the operators needed to improve the quality of internal threading in Mounting Hub of Marine doors because the constant usage affected both the thread quality as well as the finish leading to rework. The kaizen developed by the team not only resolved the problem but significantly improved the efficiency by reducing the rework time from 20 percent to five percent! The Kaizen also reduced the cycle time by seven percent and the indigenous design fatigue decreased as inspection reduced from 100 percent to sampling.

of encouraging involvement, the focus was on quantity of kaizens. However, now the focus has shifted to quality.

“We introduced the kaizen exhibition in 2012. The exhibition has become quite popular as it provides a platform for the operator to share their kaizens at a broader level. Since 2013, we started creating themes for the kaizen fest to make it more interesting. For example, the theme was ‘Saptarang’ (seven colours) in 2013 and it was ‘Sarvatra’ (everywhere) in 2014. With Sarvatra, the idea was to communicate the message to the operators that kaizen can be implemented everywhere – at the factory, at the vendor’s facilities and even at their homes,” Rajkumar shares. In 2015, the theme has been ‘Symphony’ with the focus on bringing harmony amongst different areas of work. 