

# Transforming one of India's largest Carbon Black Manufacturers

## Client Mandate

- 1 **Train the team** on foundational principles of 5S across the board
- 2 **Guide the team to “transform”** the production line & warehouse areas
- 3 **Help create “islands of excellence”** so that the team could replicate in other parts of the plant

## Key success factors identified

- 1 **Appreciation of the 5S methodology**, tools & principles
- 2 **Organised** production lines
- 3 **Reduction in waste / consumption** of consumables

# Our Adopted Approach

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## “Training the organisation” at supervisory levels

- **We trained approx. 140 people in 2 waves.**
  - First, with 28 managers and their reports with a 2-day 5S Practitioner’s Certification Program.
  - Then 110 engineers, officers and supervisors with a 1-day 5S Introduction Program
- This ensured that a significant **majority of employees were fully in sync with what was happening, knew what was expected of them and why.**

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## “Guiding and Monitoring” implementation

- **Forming small “action” teams with a single task responsibility** for focus and quick implementation.
- Focussing on creating **“islands of excellence”**
  - **Took up one production line area at a time**
  - **Ensured that results were visible and appreciated** before taking up the next area. This helped build belief and “competition” to make the next area better
- **Created and demarked clear delineated areas** in the production lines
- **Provided tools and supporting material** to conduct daily 5S walks

# The Overall Impact

## Top 5 Benefits

realised

Over a period of **5 months**, “visible” results were realised through implementation by the teams

**66% increase**

**in monthly scrap sales**  
from an average of Rs. 1.5 lacs to Rs. 2.5 lacs p.m.



**More than 75%**

**reduction in leakage and 5S deviations**  
across 3 production lines



**More than 35%**

**reduction in bag breakage**  
in Warehouses resulting in cost saves



**Expensive material recovered**

**power cables of significant length that were recovered,**  
were redirected to other projects.



**Significant reduction**

**in carbon dust levels across the plant**

