



## CASE STUDY

### Case of an Agro-Chemical Company



#### Scope

Work simplification in Labeling area of Packing plant

#### Context

Our Client is a global generic crop protection, chemicals and seeds company, headquartered in India (Mumbai). The three companies in that group, are listed on the Indian stock exchange, with a combined market capitalization of approx \$2.5 billion.

The revenue of our Company has grown at a CAGR of 26% over the last 5 years.

Client operates in every continent and have a customer base in 123 countries with our own subsidiary offices overseas. Client is ranked amongst the top 5 post patent agrochemical industries in the world.

Client also has over 20 manufacturing sites including 9 in India, 4 in France, 2 in Spain, and 3 in Argentina).

#### Challenges

Major challenge was environment of plant, lot of harmful gasses are there, Assessing Man power in each department and allocation of optimum man power in each workstation, Time and motion study setting the production norms, Balancing the assembly lines of stations by identifying the bottleneck and elimination, unavailability of skilled people was the major problem so to analyze the work method and de-skilling the working method, improvement in existing layout to proper utilization of work place.

#### RESULTS

**Throughput doubled,  
Lines Halved**





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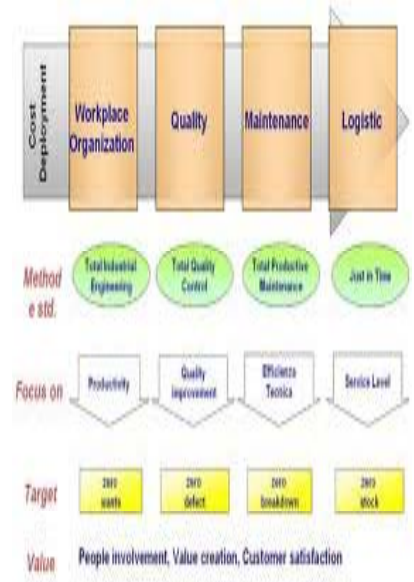


### Methodology

First team understood all the processes and working by mapping the flow process using Flow process charts, to assess the flow of material, current utilization of manpower, to optimize work allocation for existing deployment, and carried out method study to develop the new and improved method of doing those activities with optimum utilization of resources available. Also prepared new lay-out for smoothening the material flow in the plant and did line balancing.

Labeling was carried out at two locations with total deployment of 15 workers in a shift, i.e. engaging 30 workers in a day.

VCS decided to mechanize this process where 12 workers out of 30 were engaged with new method and a small mechanization in label pasting activity (on bottles). Our team also suggested to purchase a semi-automated wet glue labeling machine for labeling activities. The proposed machine shall engage only one worker for label pasting job.



### Result

After implementation of our outcomes, labeling activity is now done on single line only eliminating second labeling line of equivalent production capacity. Throughput doubled, Manpower halved, Material flow improved, 5S conditions (House Keeping) simplified.