“Our 5’s Journey”

Presented by: Tim Jessop on behalf of MCI Ltd.
Incorporated in 1976

Producing domestic furniture industry and evolved to serve automotive components to Isuzu, Toyota, Peugeot, Mazda, Mitsubishi, Suzuki

Manufacturing of OEM automotive parts suffered in the 1990’s due to lack of local assembly protection.

2001 diversified into Transport seating for buses and coaches

Now supply parts to General Motors, Toyota, Mitsubishi, Honda motorcycles, Bajaj, TVS and Yamaha.
Our products – Coaches, Mini Bus Shuttles & Tourist Vehicles
Mini bus conversions and Tourist Vehicles
<table>
<thead>
<tr>
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<th>Motor Cycle Parts</th>
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<tbody>
<tr>
<td>1</td>
<td>BM 100 after market grip frame</td>
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<tr>
<td>2</td>
<td>Honda after market rear carrier and OEM engine guard</td>
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<tr>
<td>3</td>
<td>TVS star basic after market grip frame</td>
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OEM Products

General Motors East Africa – Isuzu F series and N series truck seat and interior kits
Why we accepted JICA & KIBT Consultancy

• We supply to Japanese Multinational Companies.

• We aim to to follow stringent Japanese management procedures and philosophies.

• There are many weaknesses in our company and better realised by outside consultants who will be unbiased in their analysis and give us healthy feedback.
Problems and Issues

• Incorrect layout of work flow which reduced our output efficiency

• No organization or process controls

• Untidy work areas and poor house keeping

• Unproductive Staff

• Lack of training
Production & Quality Management JICA recommendations

- Time and efficiency studies to ensure the cost of products to be more competitive
- Production environment to be changed through 5S activities
- House keeping to be practiced daily
- Work flow to be re organized and set in order
- Product quality improvements with quality control checks at every station
- Improvement activities are practiced daily and sustained
Production & Quality Management Improvements

- Work flow and layout, organization, improved efficiency and productivity
- Work stations and work in progress stations were organized and set in order
- Waste was reduced
- Workers awareness to procedures and best working practices
- Work area cleanliness
JICA Recommendations

- Management to receive monthly financial report to make informed decisions on the direction.
- Introduced budget planning process, and review budgets against actuals.
- Standardize administration works and minimize costs.
- Improve creditability with our clients, banks and shareholders.
- Introduction on 5S and to improve efficiency of admin and finance department.

Finance JICA recommendation
Sales and Marketing JICA Recommendations

- Constitute MCI CRM team
- Social Media marketing
- Expand and revitalize the blog and website
- Customer Feedback form implementation
- Distribution of blog address amongst customers
- Development of a marketing plan
- Implementation of a CRM tool or application
Sales and Marketing Improvements

JICA Recommendations

- Aggressive social networking with Facebook; Twitter; Blogging; Instagram and Linkedin.
- CRM via all the above mediums.
- Email campaigns and direct phone sales.
- Feedback forms
Actions – Before and after

Before

After

Before

After
Production changes

Before

After
Production changes

The samples shelves before 5s

The samples shelves after 5s
Accounting Area

Before

After
After the changes made from JICA:

• We found our staff work faster as things are easily reached, clear job structures and cleaner environments.
• Staff moral increased and improved discipline across the factory.
• Sustaining new processes was a challenge
Post project way forward:

- Monthly Sales reports generated
- Monthly Financials or management accounts
- Weekly meetings to check creditors pushing staff to a more target base system.
- Maintaining clean desks and making sure all files are returned to their respective shelves after use.
- SUSTAINABILITY WAS STILL A CHALLENGE ACROSS THE ORGANIZATION
2018 – To-date

MCI ROAD MAP

&

(WHAT WE HAVE SET IN PLACE SINCE FEBRUARY 2018)
MCI 2018 ROAD MAP

- Improvement plan of 5's standards and incorporate the 6th S across all departments
- Regular audits, PDCA & trainings (Weekly, Monthly, Quarterly)
- Documentation of all new processes and standards being incorporated by the internal working groups
- Identify production bottlenecks and identify efficiency methods to be applied
- Visual Management standards
- Create internal working groups & teams to drive continuous progress
- Sustainability drive of 6's
- Improved Staff culture and accountability by owning the process
- Department accountability via reporting, visual management boards & set standards
- Documentation of all new processes and standards being incorporated by the internal working groups
Roll out & create a culture of continuous improvements and sustainability through internal working groups and project teams with weekly reviews.
• BEFORE
• JUNE 2018
Our Next Journey 2018 -...
What do we want to achieve 2018 and onwards

- Continuous process improvement
- Active; AM / PM / Reduce breakdowns and repairs
- 6's = 85%
- Production = Pull system
- Lean inventory management
- Strong Internal culture for accountability
- Bottle-neck focus
- Staff involvement, Culture & accountability
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Thank you