

Emerging technology adoption for a manufacturing client

Case study on process improvement and Industry 4.0 adoption



Background

Client was an US based packaging company and wanted to modernise the operations and explore various processes and technology improvement opportunities with an objective to increase efficiency in the overall plant operations.



Pain points

Key expectations were to identify processes and technology improvement opportunities to increase plant efficiency. Further, client wished to explore new technology adoption areas and seeks help in managing change associated with target state processes and technology implementation. The key issues identified includes:

- Plant processes had lot of non-value adding and redundant activities resulting in operational inefficiencies
- The client wished to adopt digital initiatives to bridge the process gaps as a stepping stone to incorporate smart manufacturing in the future
- Evaluate which enterprise resource planning (ERP) system will best suit the business processes and requirements of the client, between two leading ERP solutions

Our solution

- Performed current state analysis and identified the technology gaps for each department
- Performed in-depth analysis of the emerging technologies and automations that deem fit for manufacturing industry
- Recommended technology initiatives that addresses the gaps identified
- Recommended roadmap and implementation plan for operationalisation of the recommended initiatives

The solution covered the following functions

Sales	Dispatch	Planning and procurement
Stores	Manufacturing, maintenance & quality	Finance and human resources

Technology adoption roadmap and implementation plan for operationalisation of the recommended initiatives is being executed as next phase of work.

Client benefits

Target state process and technology initiatives to increase plant efficiency, Strategy and implementation roadmap for these initiatives along with the Change Management plan. After the implementation the client will realise the following benefits:

Improved efficiency of processes

Increased customer visibility and control through out the supply chain through digitisation of value chain and implementation of recommended ERP

Facilitation of MIS generation to enable prompt/timely decision making without manual intervention including a consolidated view of the inventory, consumption and other production data

Fulfilling the PwC Purpose of building trust in society and solving complex problems

Additional benefit for the community at large: In course of implementation of this solution, each manufacturing plant would have simpler processed and improved environment, safety and health standards. Through the implementation of change management plan recommendations, the blue collar employees would achieve skill upgradation resulting in better employability.

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