

SEPTEMBER 2008



**KZN CTC**  
KZN CLOTHING AND TEXTILE CLUSTER

## Special Points of Interest

- ◆ *Feedback from Hoshin Kanri Workshop*
- ◆ *Industry Strategy Session*

## Feedback from Hoshin Kanri Workshop

Hoshin Kanri is also known as policy deployment. It is the system that focuses the energy of quality people towards achieving business objectives. Directly translated Hoshin means “compass” and Kanri means “control.” The Hoshin Kanri workshop breaks the typical top-down, disconnected manner in which policy is deployed within business. It forces management by fact only and requires a focus on the Gemba – where the action is on the shop-floor. It also ensures communication between management and the shop-floor is as direct as possible, minimising incorrect message content and hence incorrect action. By formalising the planning process, the whole organisation is enabled to *go in one direction*, with the employees taking the initiative to work together to achieve a common objective that is in line with the firm’s overall strategy and objectives. This is best done through the setting of mid-to-long-term management plans and undertaking an annual Hoshin workshop. From this, measurable goals



*Delegates conduct cycle time measurements of the Cutting process at Allwear*



*Delegates playing the Plug Game at the Hoshin Kanri Workshop*

are set using an action plan, and can be actively and visually managed through the PDCA cycle of management<sup>1</sup>.

From the 18<sup>th</sup> - 20<sup>th</sup> of August 2008, the KZN CTC conducted a Hoshin Kanri workshop, kindly hosted by Allwear, a leading schoolwear manufacturer located in Newcastle. World Class Manufacturing expert Mr. Stephen Baker facilitated the workshop. Mr. Stephen Baker, who was previously the Managing Director of Faurecia Durban, has a wealth of experience in the practical implementation of Hoshin Kanri Workshops.

The workshop began with a brief overview of World Class Manufacturing and a recap of the seven wastes of manufacturing. With this foundational knowledge, a group of participants then played the Plug Game. In this game participants were challenged with setting up an assembly line to assemble electrical plugs. The challenge given was to assemble as many electrical plugs as possible within a 5 minute time limit. At the end of each interval, the completed plugs were counted and the assembly line was given the opportunity to reorganize their production to ensure they maximised their output of plugs.

This interactive game allowed participants to apply the World Class Manufacturing principles as well as their team work and problem solving skills.

<sup>1</sup> Source: “Toyota Culture” by Liker and Hoseus

Following this game, which reflected the dramatic advantages of multi-skilled operators working with one-piece flow, the participants were divided into small groups and spent the full day on the cutting room production floor, the focus area for the exercise.

Here their objectives were twofold: 1) To measure the cycle times of the production processes in the cutting room and 2) To identify any improvement ideas. A total of twenty cycles were to be observed to ensure that the mean time calculated was accurate and was not skewed by unusual events. A target of 60 improvement ideas was set and agreed upon by the participants. These improvement ideas were written up on post-its and placed on a white board to monitor progress.

Once the full set of cycle time measurements were collected, the delegates were taken through the formulas used to calculate takt times, required cycle times (which are faster than takt to compensate for inefficiencies such as machine, people or materials downtimes) and headcounts, all on the basis of the measurements undertaken and the Standard Minute Values for the Cutting and Laying operations. All the formulas, tables, graphs and action plan documents required for the calculations were supplied to the participants for future use in their own factories.

Furthermore, delegates collected a staggering 66 improvement ideas from their visual observations. These measurements and improvement ideas can now be utilised by Allwear's management team to undertake operational improvements in the laying and cutting operations.

Once again, we would like to thank Allwear for supporting this workshop and for opening up their factory to KZN CTC members.

## CEO Breakfast Strategy Session

The KZN CTC has made substantial progress over the course of the last three years, with numerous milestones attained, and a number of important accomplishments realised. With the recent decision by eThekweni and the Provincial DED to fund the Cluster's WCM and VCA programmes for the next three years, we are now able to plan ahead and develop additional elements to support cluster members. With this in mind the KZN CTC hosted a brainstorming session with the majority of the KZN CTC's CEO's, GM's and MD's. The breakfast session was held at the Hilton Hotel on the 2<sup>nd</sup> of September. The sole objective of this session was to brainstorm further clustering and short-to-medium term growth opportunities for member firms. Going forward, the strategic opportunities that were identified during this



CEO's of KZN CTC members brainstorming at strategy session

session will be presented to the KZN CTC Executive Committee (EXCO) for final ratification. The EXCO will then determine appropriate timeframes and budgets for these opportunities which will be incorporated into a KZN CTC business plan.

## Other

Recent discussions with the DTI relating to the clothing and textile CSP have been positive, although it is clear that there is still a great deal of detail to be worked out in order to secure sector specific EIP funding, as well as the nuts and bolts of 'how' to roll-out the competitiveness upgrading CSP elements to individual firms. The KZN CTC will be following up on opportunities through this programme and hopes to be able to report back with positive news on this front in the near future.

## Upcoming Activities

- ◆ *Cape Union Mart – KZN CTC member "meet and greet"*
- ◆ *Benchmarking of clothing and textile manufacturers in China, Vietnam and Mauritius*
- ◆ *Session 3 BBBEE Training Programme: Human Capital Strategies*
- ◆ *Session 4 BBBEE Training Programme: Ownership Strategies*
- ◆ *Launch of Commercial Profile of KZN CTC members on website*

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