

# Case Study

(Collaborative)

## Marketing, Sales & Operational performance Improvement in a Forging company

### Company Overview:

1. **Industry:** Forging with Complete Machining Facility
2. **Location:** Manufacturing plant in India
3. **Market:** India & Overseas

### Challenges:

1. Stagnant Sales, Profits
2. Delivery failures
3. High Inventory

### Strategic Implementation:

1. **Constraint Management:** Identified and addressed key operational bottlenecks.
2. **ERP System Alignment:** Tailored the entire ERP system to the Theory of Constraints (TOC) methodology.
3. **Sales Strategy Overhaul:** Established a new sales planning and execution process.
4. **Operational Excellence:** Aligned the entire supply chain to ensure availability to meet the varying demand.

### Impactful Outcome:

1. **Throughput and Profitability:** Increased throughput by 70% and profitability by 45% over two years.
2. **Sales Growth:** Achieved a 60% sales growth.
3. **Delivery Performance:** Improved from 68% to 95% plus.
4. **Manufacturing Lead Time:** Reduced by 35% in a year.
5. **Vendor Lead Time:** Reduced by 30% in a year.
6. **Inventory Management:** Achieved a 30% reduction in inventory levels.
7. **Business Review and Metrics:** Established key business metrics and a comprehensive review mechanism involving all stakeholders.