



CLIENT STORY | PERFORMANCE IMPROVEMENT FOR A FERTILISER COMPANY IN INDIA

Region :
INDIA

Consulting Services :
PERFORMANCE IMPROVEMENT THROUGH STRATEGIC THINKING

CLIENT SITUATION

- A DAP fertiliser manufacturing firm that was producing around 5 lakh T of DAP and was in the red.
- DAP market was getting threatened due to competition from other phosphatic products.
- Client's plant utilisation was low due to downtime.

OUR APPROACH

- Studied the market to understand the business segmentation where the client was player.
- Understand the triggers for NPK product choices by the farmers.
- Arrive at a product-mix configuration to adopt.
- Detailed analysis of plant operations was conducted to arrive at root-cause analysis of plant downtime and identify areas to improve.
- Benchmarking internal and external to set up future guidelines on efficiency, uptime, norms etc.
- Identify bottlenecks to be addressed

OUR RECOMMENDATION/ IMPACT

- Redefinition of business as Phosphatics and not DAP.
- Introduced product-mix flexibility production and marketing.
- Aggressive marketing in home market to gain on logistics costs.
- Addressed raw material procurement issues to reduce cost.
- Improved plant uptime to 8000 hours by addressing plant operations and raw material issues
- Improved cycle time for cash
- The unit is now a diversified NPK company producing over 1 million TPA, profitably