

Automotive Industry Development Centre (Pty) Ltd  
Your partner in becoming globally competitive

# ***Tirisano Cluster Programme Case Study***

## ***Clomark (Pty) Ltd***



# Company Summary



**Company Name :** Clomark (Pty) Ltd

**Directors :** Mr. Gerry Cloete (100%)

**Location :** 7 Bushbuck Close, Corporate Park, Midrand

**Employees :** 52

**Annual Turnover :** R13 Million for 2003

**Contact Details :** Mr. Shyam Chirkoot  
Tel : 011 314 5444  
Fax : 011 314 5333  
Email : [shyam@clomark.com](mailto:shyam@clomark.com)

**Programme :** Tirisano Cluster Programme

**Duration :** September 2003 to May 2004

**Champion :** Mr. Shyam Chirkoot (Works Manager)

**Co-ordinator :** Mr. Craig Easthorpe (Production Manager)





# Company Background

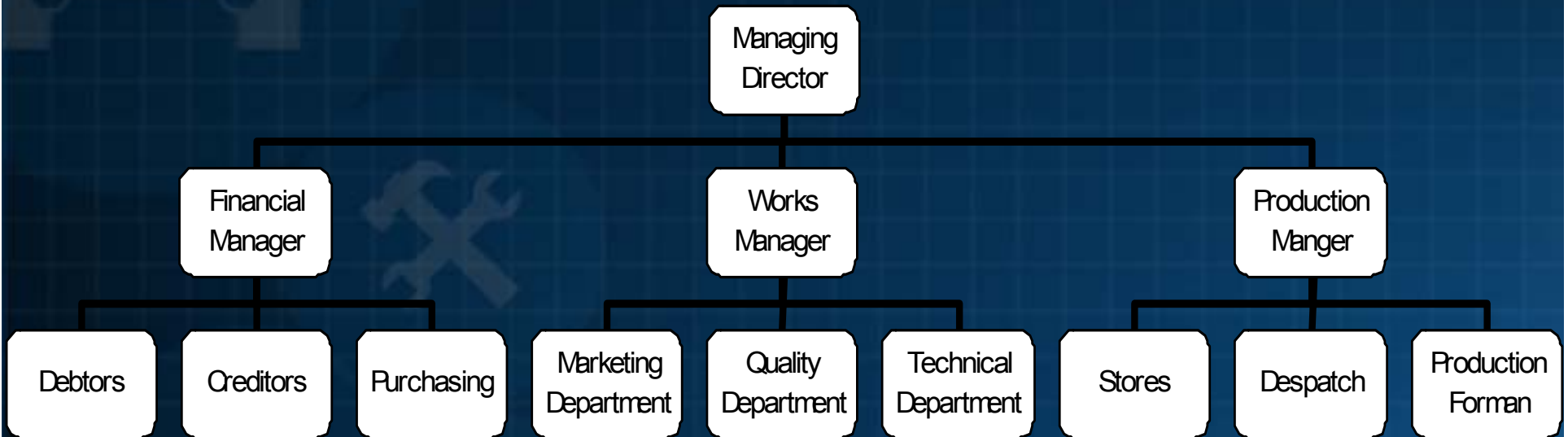


- **Established by Mr Gerry Cloete in 1971**
- **Products : Number of different products = 300**
  - Door screens
  - Decals
  - Sound dampeners
  - Carpet & panel protectors
  - Owners manuals
  - Vin plates (aluminium)
- **Customers :**
  - Toyota
  - General Motors
  - Nissan
  - Ford
  - VW
  - Daimler Chrysler
  - Fiat
  - BMW
- **Suppliers :**
  - Feltex
  - Formex
- **Market Focus :**
  - Automotive
- **Quality Systems :**
  - Q1; QS9000; ISO9000; ISO14001





# Organogram





# Results Summary at end Mar 04



- 174 Red Tags found of which 125 Eliminated
- 138 Wastes identified of which 89 eliminated
- Majority waste is Process
- 27 People Trained in 5C and 7 Wastes out of 52 Staff
- 35% Reduction in stock in finished goods and raw material
- Reduction of felt cutting cycle time by 8640 minutes per year
- 87% improvement in final inspection rejects on decals (pin holes and air bubbles)





# Focus Areas



- Implement 5C and 7 Wastes in all areas
- Improve layout and process flow
- Implement measures of performance on internal performance
- Train all staff in 5C and 7 Wastes
- Reduce unnecessary stock holding





# Days spent with company



- ½ Day Awareness Session
- 2 Days Assessment
- ½ Day Pre-diagnostics (Management Team)
- 2 Day Diagnostics (Tirisano Team)
- 8 Days Workshop (Tirisano Teams)
- 6 Days Cluster Sessions

Total Days = 19 Days from September 03





# Company Road Map for next 6 Months



- Training in 5C and 7 Waste across the company
- Revise internal Measures
- Time Studies on all Products
- Process Flow Layout Per Product
- Revise Visual Management
- Layout Changes







# Measures of Performance

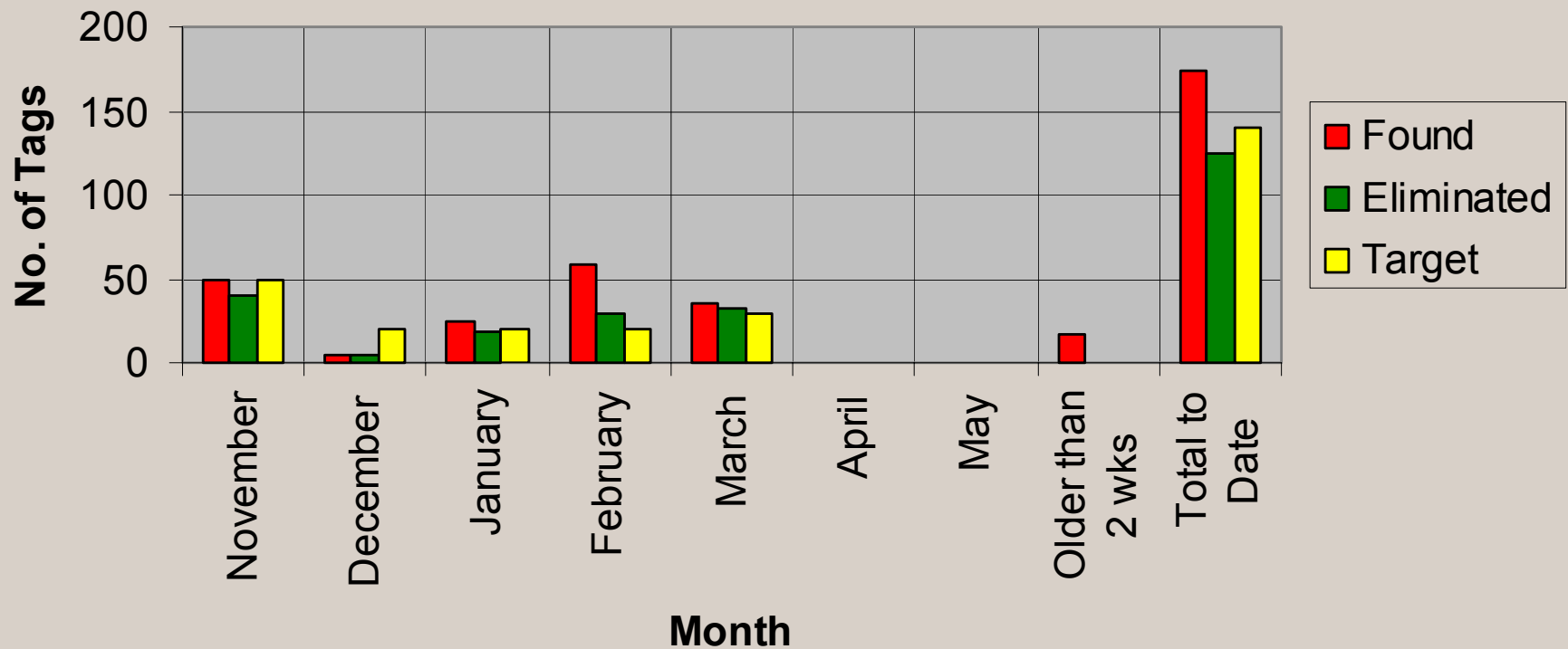




# Red Tag Graph

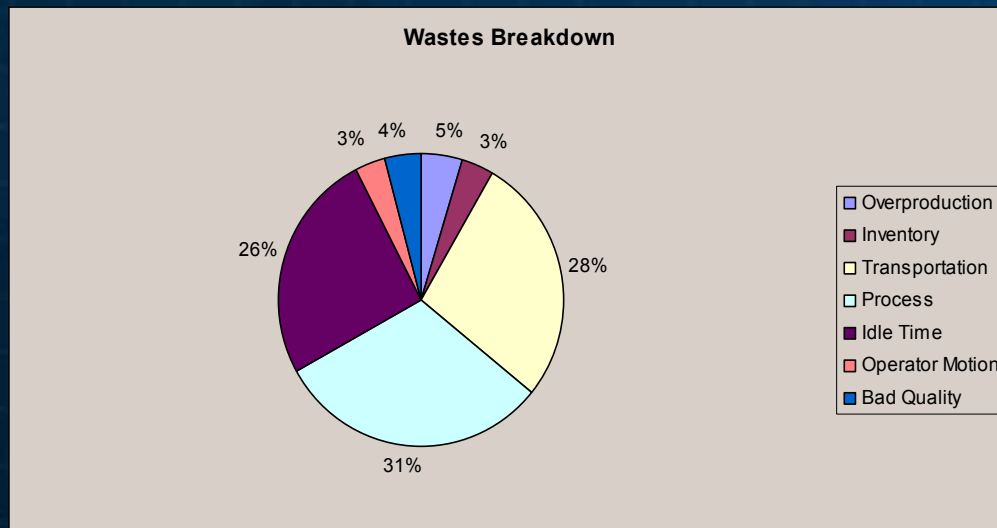
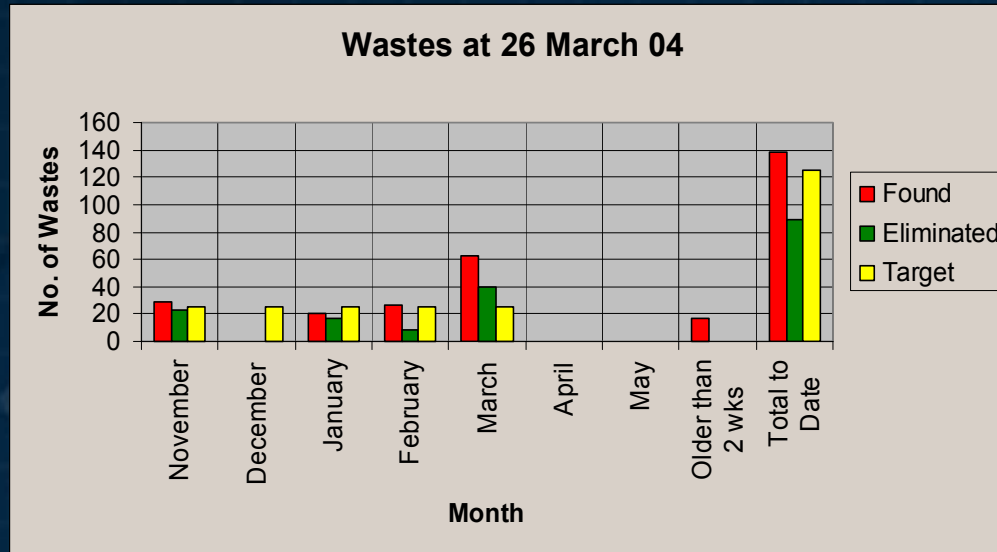


## Red Tags at 26 March 04





# 7 Wastes Graph

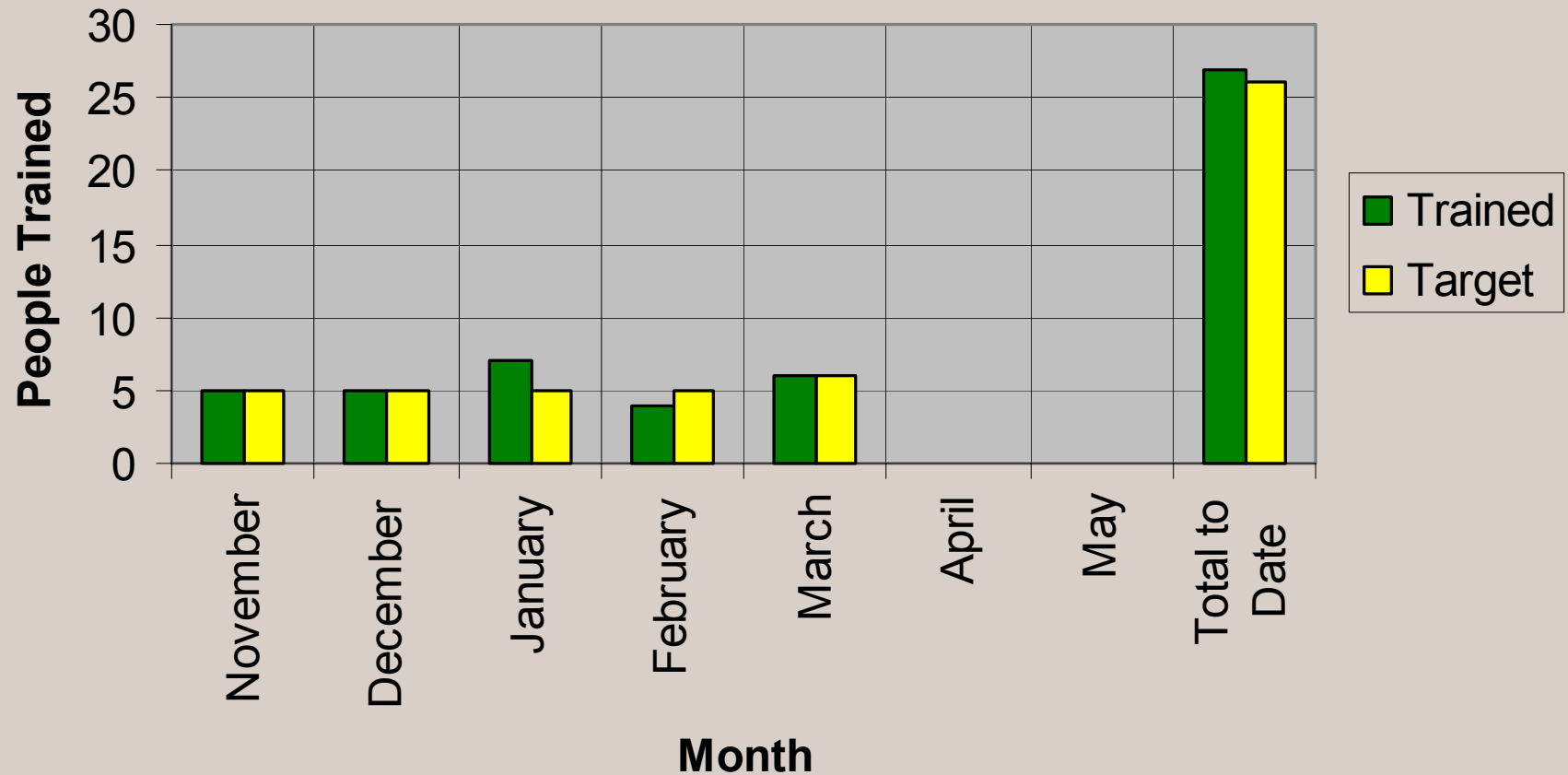




# Number of People Trained

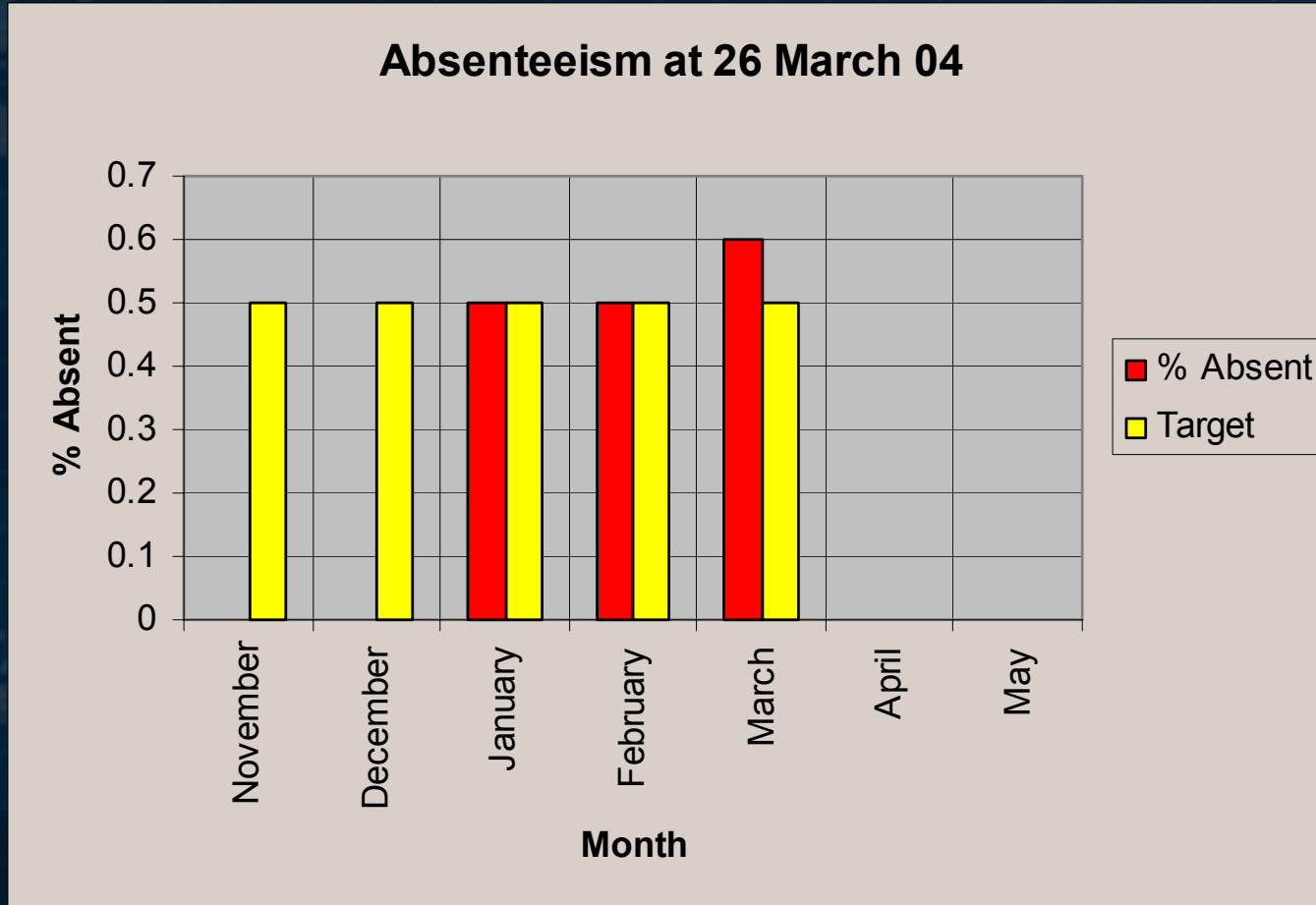


People Trained at 26 March 04





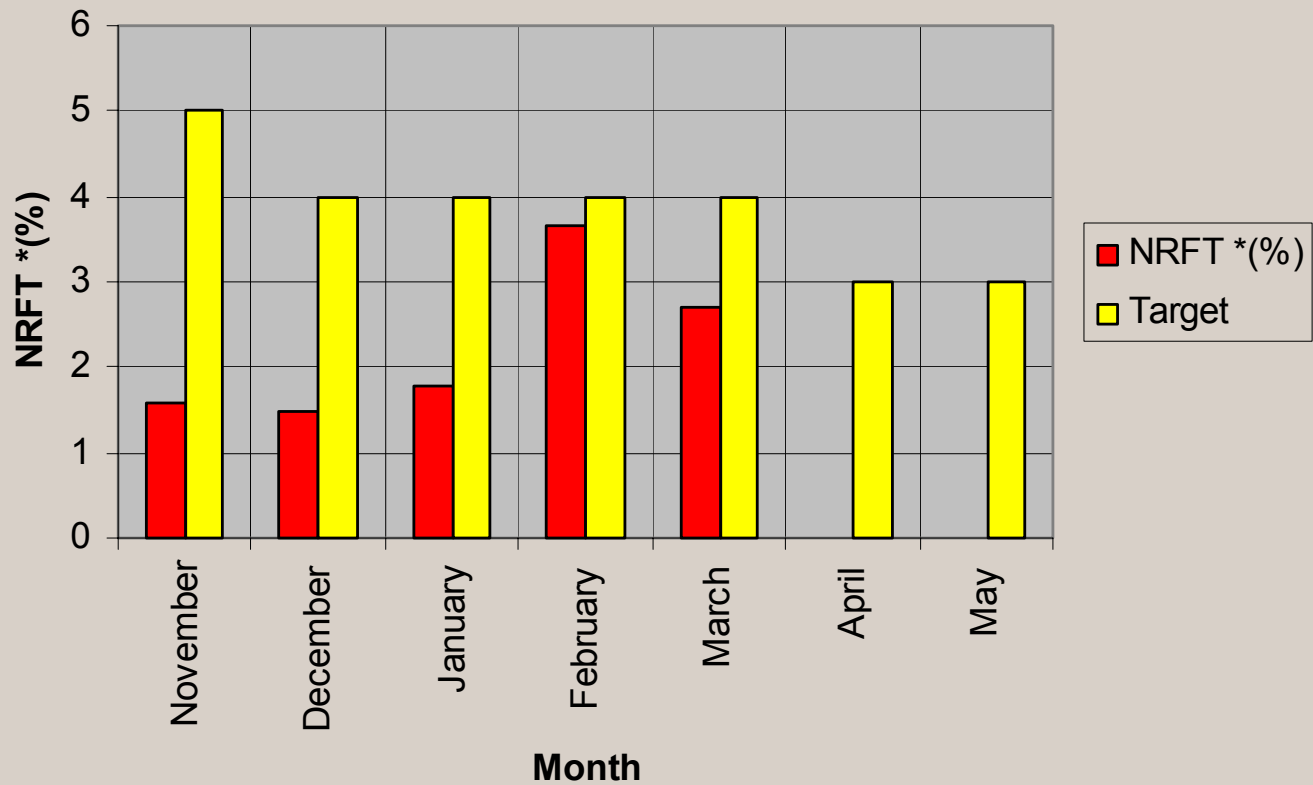
# Absenteeism





# NRFT – Decals

NRFT at 26 March 04 for \*\*Decals

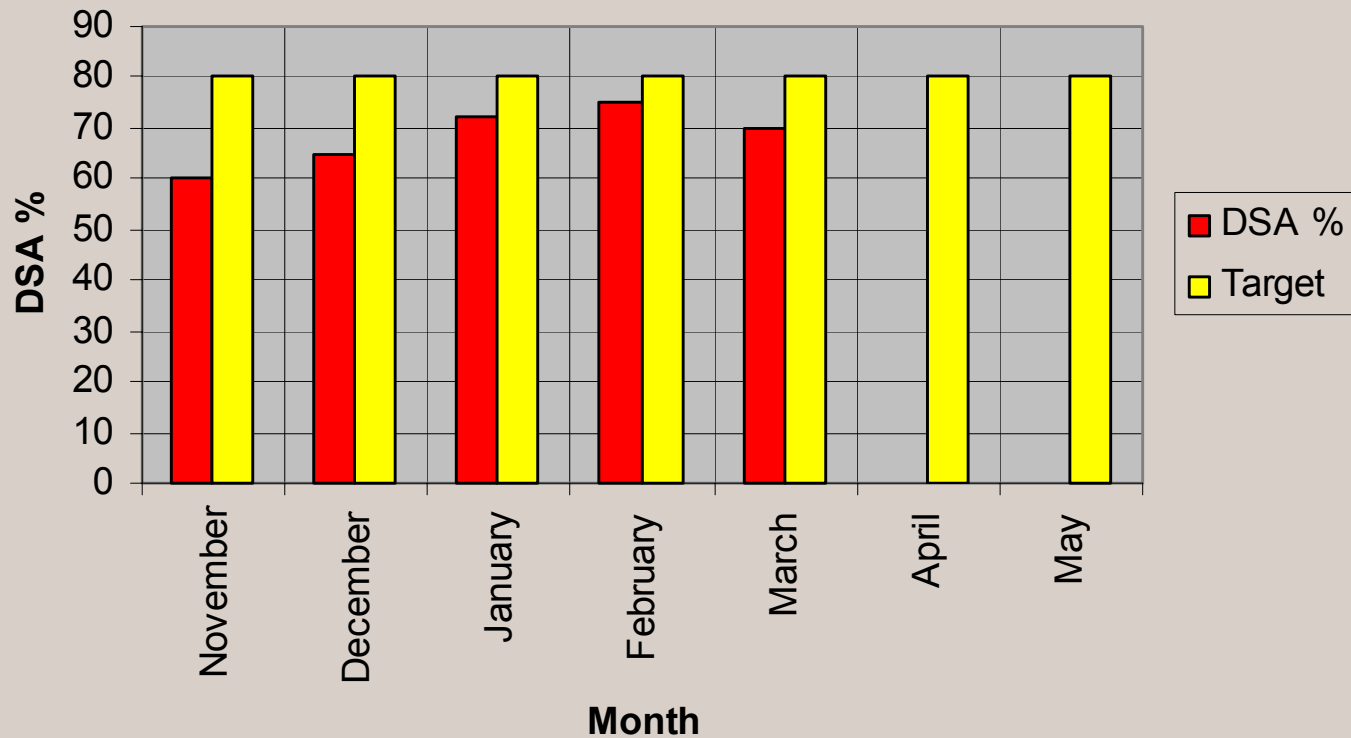




# Delivery Schedule Achievement



Delivery Schedule Achievement at 26 March 04 for  
\*\*deliveries to the customer

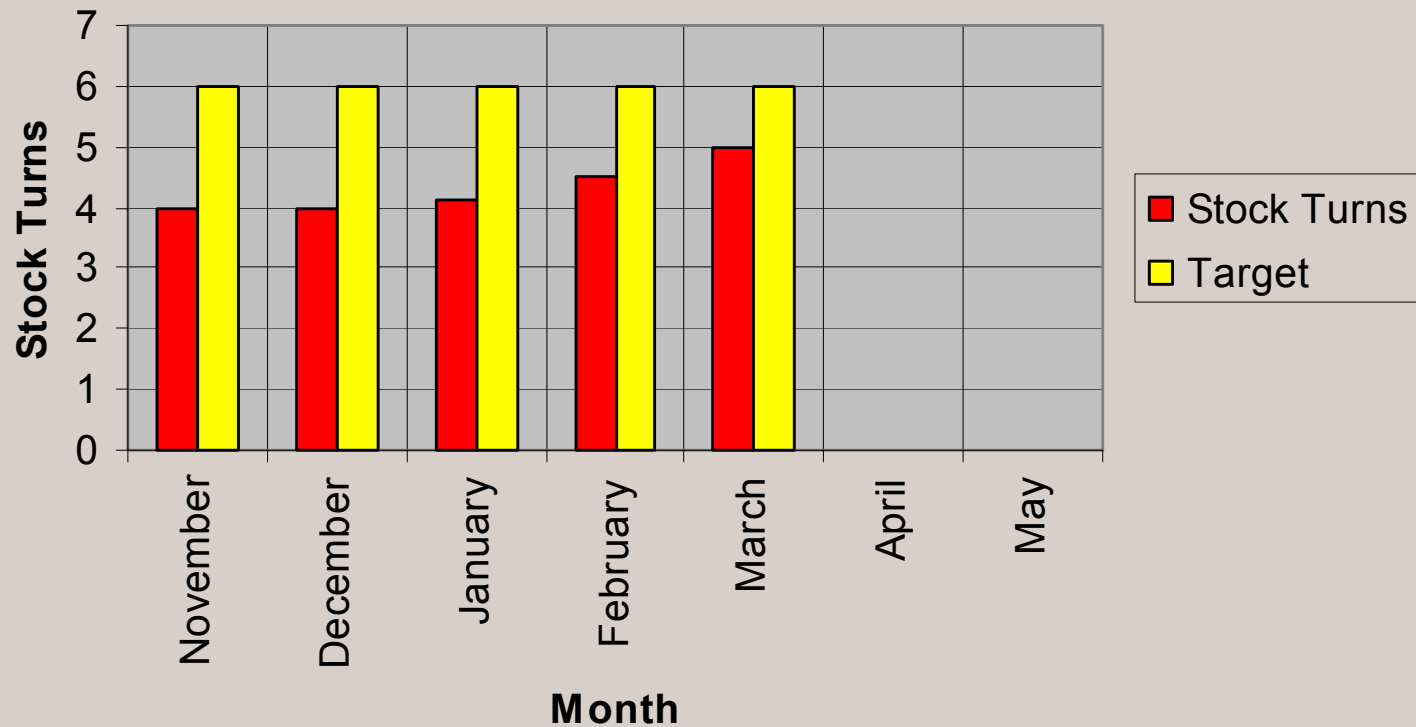




# Stock Turns



Stock Turns at 26 March 04 for \*Finished Goods Store







# Top 5C Implementation



**Boxes previously stored on a very high shelf, difficult & dangerous to handle**



**The 5C principle was applied to clear out, clean and demarcate.**

**Boxes now stored on demarcated area on floor, easily accessible.**

**Increased storage space by 20 m<sup>2</sup>**

**Frequently used Items are moved to Front of The stores**

**• Found 59 Red Tags in the Area**





# Best Improvement



**Reduced stock holding by 35% in stores through**

- **Well structured 5C activity in the stores**
- **Stores supervisor and personnel were involved and trained**
- **Red tagging used to remove excessive stock from the area**
- **Finance department involved to quantify results**





# Conclusion



- Benefit to company
  - Reduced costs
  - Using measures of performance to focus improvement activities
  - Improved company sustainability
  - Adherence to training requirements and quality management system
  - Understanding the needs of the customer
  
- Cultural changes
  - Awareness training
  - Involvement from staff
  - Excellent initiative shown by Co-ordinator (Production Manager)
  - Openness to change
  - Keen interest in industry changes





# Lessons Learned (Across the Cluster)

- No retrenchments to be contractually agreed
- Future programmes to run for atleast 1 year per company as done in India which runs up to 3 years
- Training of all management personnel through joint sessions prior to programme commencement
- Enforcing preliminary measures prior to programme commencement
- Performance appraisal of participating companies throughout the programme
- Improve programme organisational structure and responsibilities
- Improve timing of monthly review meetings
- Additional involvement from STA personnel from the OEM





# Potential Future Projects



- Factory layout
- Inventory Improvement
- Work Station Design

