IMPLEMENTATION OF LEAN IN AN ICT COMPANY - CASE STUDY LEAP

This case study outlines Implementation of Lean techniques in an ICT company. This was carried by applying the TPM concepts in an unique way in IT environment. In this company this initiative was run as management program called " LEAP".

Of the 8 Pillars of TPM – KK and QM were used to address the following verticals:

- FORCO
- LITIGATION
- CLINIC
- S-TYPE

The team members were trained in following concepts

KK - OEE , Understanding of Losses , Why Why Analysis
QM – QFD , FMEA

The results are provided below:

S. #	Department	Impact From KK	Savings (INR)
1	Forco	Manpower has been reduced from 14 to 3 which ultimately resulted in reducing the cost.	4,40,000/- from Apr. - Nov. '08 (11*5000*8)
2	Forco	Implemented "Allocation tool" which includes page count tool **Advantages:** Previously the inventory was done manually and it took 30 minutes. After implementing this it is taking just 5 minutes per day to complete the task	25 minutes saving per day
3	Tide	Extra working hours reduced which resulted in cost cutting (w.e.f. May 2008) **Advantages:** 1. Cost Cutting 2. Employee stress is minimized 3. Potential errors minimized 4. Power saving	On an average 20,000/- per month is saved per month
4	Clinic	Multitasking has been introduced across the team (Both Clinic 1 & Clinic 2 (Charge & Cash Process)	
5	S-type	Previously there were persons doing only single process, whereas after implementing the OEE, multitasking has been introduced for Client 012	No External Recruitment

S. #	Department	Impact From QM
1	Forco	Input Analysis report is introduced w.e.f. May 2008 and the advantages are furnished below: 1. Time Saving 2. Errors minimized 3. Vendor has more clarity before start of the production 4. Able to achieve the TAT 5. It also helps to take actions proactively 6. Nil Customer Complaints from May - November '08
2	Tide	a) New process "Update Log approval by Quality Team" implemented w.e.f. June 2008 which ultimately resulted in saving the Rework at the last time and able to deliver in prior. b) Apart from that Quality % has been improved and Bulk errors has been avoided at the last minute
4	Clinic	**Cash:** New process Cash Tally is implemented w.e.f. January '08 Which helps to eradicate the errors in Cash posting and able to deliver in prior (4 hrs. before) before the expected TAT **Charge :** New process "Excel entry" is implemented w.e.f. July 2008 and the objective of implementing this new process is to reduce the no. of pending logs and this helped us a lot by reducing the pending log from 40% to 2%.
5	Stype	1. After implementing FMEA, unwanted process has been removed for Client 012 2. Reference Tool for copyediting process is implemented from October 2008 which helps to eradicate the basic or general error in Copyediting Process 3. ASCII tool is implemented from July month for WFS process which ultimately resulted in "NIL complaints" from Customer end