

EXECUTIVE SUMMARY

The primary aim of this project was to rectify the identified key problem of high customer claims costs related to delivery/dispatch delays at Dynawash Limited, which is a garment washing and dyeing plant located in Biyagama, Sri Lanka. This problem was identified as significant to the organisation as it was observed to be directly disadvantageous to the profitmaking potential of the company.

In order to obtain a better understanding about the current situation of Dynawash Limited, a comprehensive SWOT analysis was conducted and the identified key problem was established to be one of the major weaknesses of the organisation. The exact location of this problem within the organisation was then determined. In addition to the key problem, three other associated problems were also identified which were contributing to the key problem. These three associated problems were related to the aspects of plant efficiency management, process quality assurance and machinery maintenance. With respect to these three aspects, the root causes which are contributing to the identified key problem of high customer claims costs related to delivery/dispatch delays were determined using a root cause (Ishikawa) analysis.

A comprehensive literature review was then conducted about the identified key problem and the related aspects of plant efficiency management, process quality assurance and machinery maintenance. In this literature review, existing literature related to these topics were reviewed to obtain an understanding about the theoretical background of each of these topics. The theoretical background which was studied included the definitions, potential issues, causes for issues, solutions to issues and other relevant aspects. Based on this literature review and the organisational analysis which was carried out, the aspects of plant efficiency management, process quality assurance and machinery maintenance were established as the main components of the study framework of this project. Guided by the knowledge gained through the literature review, several management techniques were described with the potential to rectify the previously identified key and associated problems at Dynawash Limited.

The objectives related to each of the project components were established and the previously identified management techniques were assigned to each project component. The potential of each management technique to achieve each of the project objectives were considered carefully when assigning each management technique. The current situation of

Dynawash related to each of the three project components were then discussed in detail. Wherever possible, the current situations were illustrated graphically for easier understanding for the reader. By comprehensively studying the current situation of the organisation related to these three aspects, it was possible to ascertain why the identified associated problems were occurring and how these associated problems were contributing to the key problem. Based on the management techniques assigned to each of the project components, a range of solutions were proposed with the aim of rectifying the identified problems by tackling the root causes determined using the root cause analysis. In order to comprehensively design and implement the proposed solutions, a cross functional project team was then recommended. For the implementation of each of the solutions, the required human and material resources were then recognized. When considering the human resources, the key roles and responsibilities of each person were clearly assigned through a resource allocation table. The estimated costs for implementation of each of the proposed solutions were then calculated. Machinery/components, materials, external manpower, internal manpower and other costs which are expected to be incurred when implementing each of the solutions were considered when calculating the estimated costs.

Thereafter, the tangible financial benefits that are expected to be gained by implementing the proposed solutions were calculated and presented. These considered financial benefits were both direct and indirect in nature. In addition to the quantifiable financial benefits, nonquantifiable benefits that can be achieved through the implementation of the proposed solutions were also presented. The calculated anticipated financial benefits were weighed against the estimated costs for implementing the solutions through a benefit-cost analysis. Through this analysis, it was identified that the proposed solutions are viable and can be expected to rectify the key problem of high customer claims costs related to delivery/dispatch delays. The short-term outputs and the long term outcomes that can be expected by implementing the proposed solutions were also discussed.

Then, the overall findings of the project were discussed with due reference to the literature that was previously reviewed. This discussion analysed how the existing literature linked with the identified root causes to the key problem at Dynawash and proposed solutions to counter the root causes. Recommendations were then made to the management of Dynawash regarding the expected timelines for implementation of the solutions and the contribution required from the company's management for this implementation phase.