

## Executive Summary

The project reduction of waste through process improvements of Innova Snacks Limited (ISL) which manufactures snacks addresses a key business objective of the organization which emphasizes the reduction of waste. There are two categories of wastes in ISL named recyclable & non recyclable waste. The main contributing factor for this waste is the “Quality Defects”. The project leader being the Quality Assurance Manager of this company led the project towards minimizing waste by eliminating the source of the defect generation.

The project addressed vital components such as current situation analysis, process improvements through process mapping, machinery standardization through development of Quality Matrix & preventive maintenance, employee involvement through Cross Functional Team activities & Kaizen activities, skill development by skill mapping & training.

The current situational analysis was conducted utilizing techniques such as Ishikawa Diagrams, process mapping, skill mapping. Brainstorming sessions were conducted to gather information specially to represent different sections of the company and the different levels of the hierarchy in order to gather information from different perspectives. There were lot of findings & many of them were implemented successfully. Each & every process step was reviewed & few areas were identified which needs improvements. And some other areas were identified as they need to be absorbed to the process mapping with proper controls. Each & every machine part used in this particular line was dismantled to study & find out the Q component which impacts in manufacturing of the expected quality product. Based on that “Q Matrix “was prepared and a monitoring mechanism was established to check & report the deviations of the machine part from the expected level.

Based on above aspects, a monitoring record was prepared to check & predict the health condition ( Q Pulse) or performance of the plant of material quality, process, machinery related problems and human skill related and the name given to that is “QA performance dash board, A traffic light s system was introduced to QAA s to which communicates effectively on the health condition of the plant.