

Volume 75 – Mar 2025

NEWSLETTER

Arête

Content

Dear Reader,

We are delighted to bring you yet another edition of Arête. We have endeavoured to make each edition of Arête as fresh and content rich as possible. This time around we have added new Case Studies and Knowledge Nuggets, which we're sure you will find intriguing and enlightening. Please feel free to share your thoughts and views by writing to us at knowledge@ssa-solutions.com

Happy Reading!

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Editor's Desk



Mr. Naveen Narayanan
Co-Founder & Group MD

Dear Reader,

We are pleased to present the latest edition of **Arête** – an issue thoughtfully curated to support purposeful and effective leadership in today's evolving business environment.

In this edition, we feature a compelling case study on **"Throughput Improvement"**. Our Thinker's Corner offers **"Monthly Reflections: On Burnout, Breaks, and Being Human - —a timely piece encouraging balance and mindfulness in leadership"**. Additionally, Our Knowledge Nugget section we explore "Standardized Work – The Foundation of Lean" highlighting its critical role in driving continuous improvement.

Understanding the importance of **'Profit Leadership™'** mindset, we've curated a dedicated YouTube playlist featuring concise 3–5-minute clips for your convenience. The link to this playlist is provided for easy access.

Lastly, Don't miss out our Useful Resources section featuring tools such as the , **"Break-Even & Profitability Analyzer"** and **"Supply Chain Optimization Tools"** – designed to sharpen your business edge.

We hope you find this edition insightful and inspiring. As always, we value your thoughts and feedback – **Happy Reading!**

Knowledge Nugget : Standard Work – The Foundation of Lean



What is Standard Work ?

- Standard Work is the best-known, most efficient, and safest way to perform a specific task or process, consistently and repeatedly.
- It is a detailed, documented process that includes the sequence of steps, the time required to complete each step, and the necessary materials, tools, or information.
- In a Lean environment, Standard Work serves as a baseline for continuous improvement. It minimizes variations, reduces waste, and ensures consistent quality.
- It is not a rigid set of instructions but a dynamic process that evolves with ongoing improvements through employee feedback and problem-solving.
- In simple terms it is like a well-defined recipe — it ensures consistent results every time while allowing room for adjustments and improvements.

Why is Standard Work Important?

Ensures Consistency and Quality:

- Standard Work minimizes process variation, ensuring consistent product quality.
- It reduces errors and defects by following defined procedures.

Enhances Employee Engagement:

- Empowers employees to suggest improvements.
- Reduces uncertainty and frustration by providing clear instructions.

Increases Operational Efficiency:

- Eliminates unnecessary tasks and reduces waste.
- Improves productivity and shortens lead times.



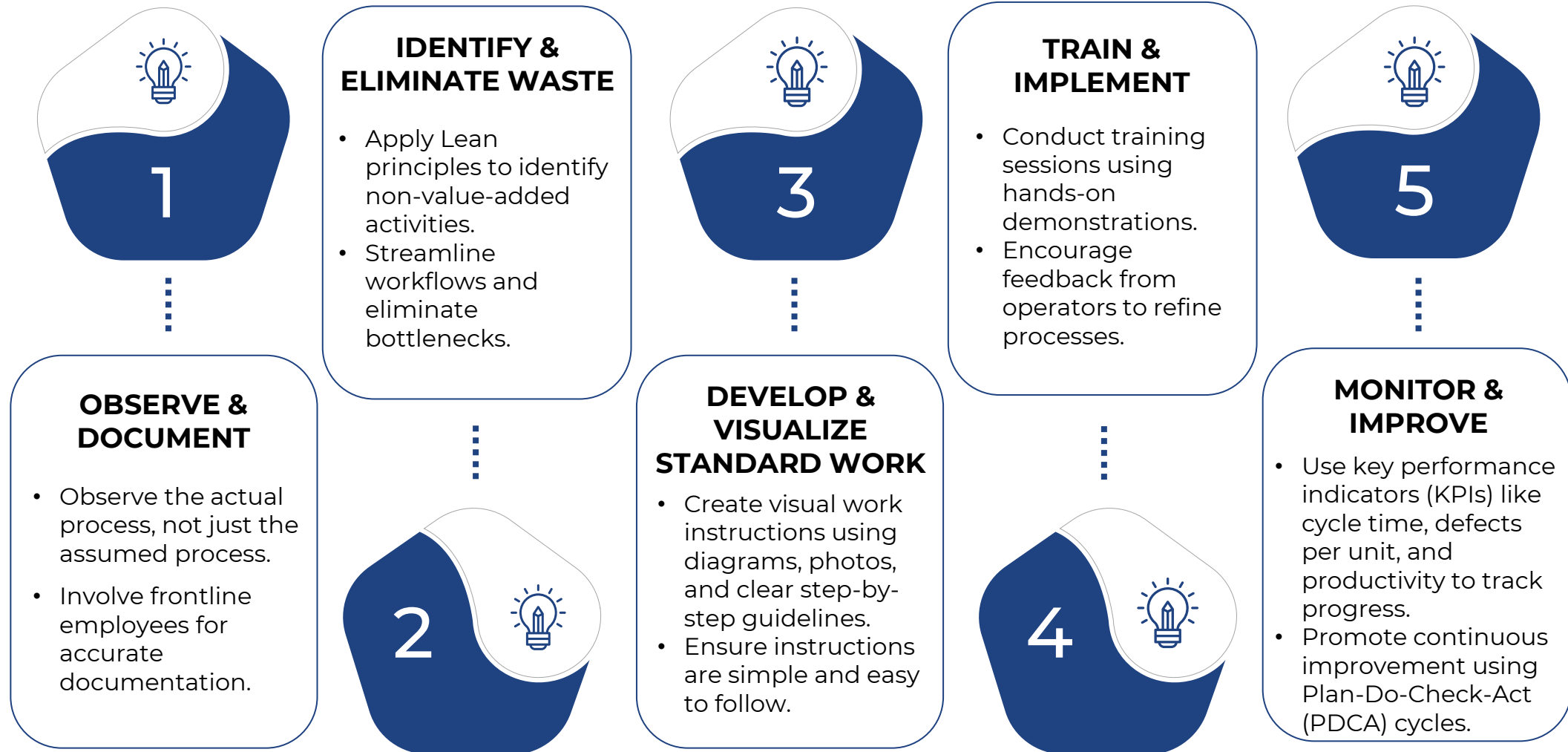
Supports Continuous Improvement:

- Provides a baseline for identifying process inefficiencies.
- Enables teams to apply Lean tools like Kaizen and Poka-Yoke (error-proofing).

Facilitates Efficient Training and Knowledge Transfer:

- Acts as a training guide for new employees.
- Reduces the learning curve and enhances workforce flexibility.

Steps for Implementing the Standard Work



Case Study: Throughput Improvement

1



Problem Statement

- L&T Valves a company specializing in producing industrial valves faced challenges with a high Unexecuted Order Book (UEOB) exceeding current production capacity.
- This led to on-time delivery (OTD) failures, potential market losses, and profit leakages due to late delivery penalties.

2



Project Objective

- Improve throughput and manufacturing capacity to meet on-time delivery commitments and realize financial benefits for the same.

3



Project Summary

- A Lean transformation project was initiated using SSA's 4D Approach: Diagnose, Design, Deploy, and Develop.
- Key focus areas included optimizing information and material flow to improve efficiency and throughput.

Problem Diagnosis



01

Identified inefficiencies in information flow, including delays in inquiry processing, order entry, and material planning.

-Material flow bottlenecks included excess movement, inadequate storage systems, and suboptimal production scheduling.

02



03

Process lead times varied significantly, impacting dispatch performance and overall productivity.

Key Actions: Information Flow Improvements



Redesigned inquiry-to-order process to reduce lead time and improve First-Time Right (FTR) performance.



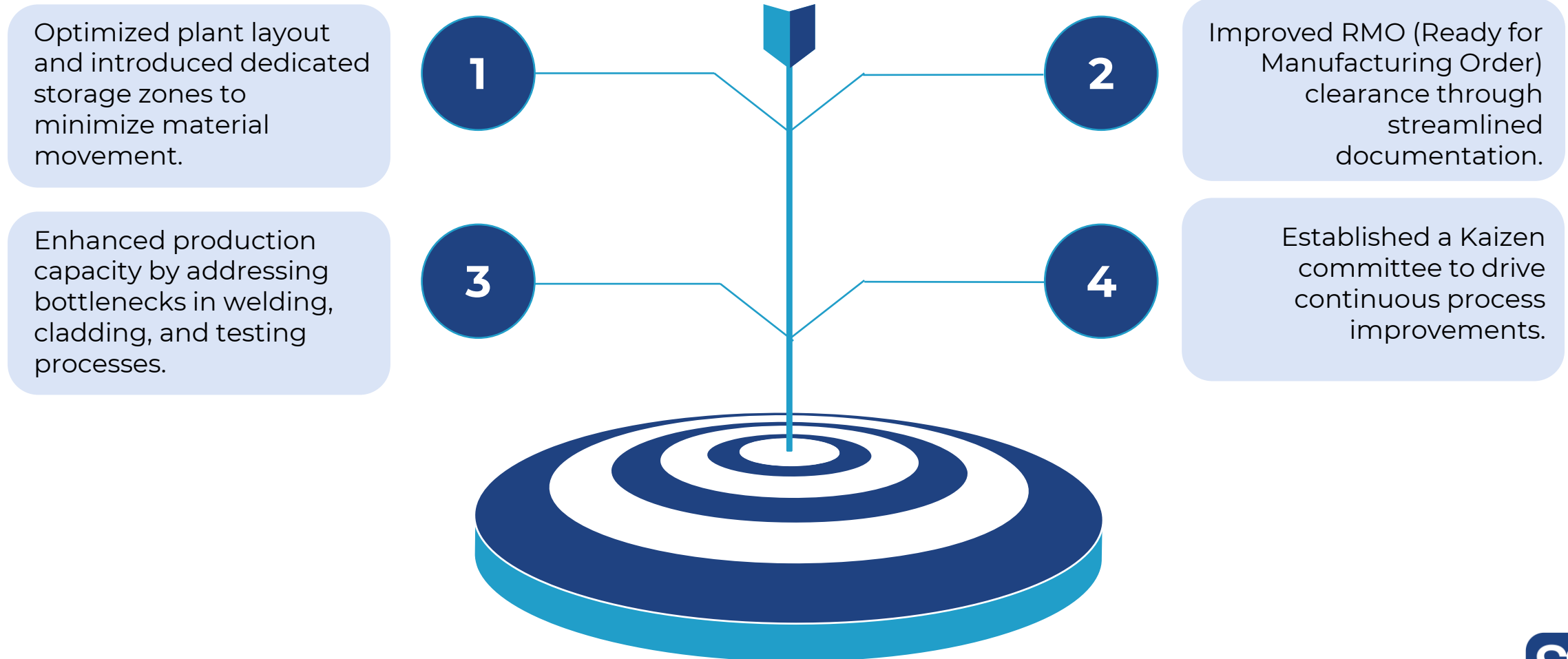
Implemented structured planning for procurement, inventory management, and production scheduling.



Introduced digital dashboards for real-time tracking of materials and order status.

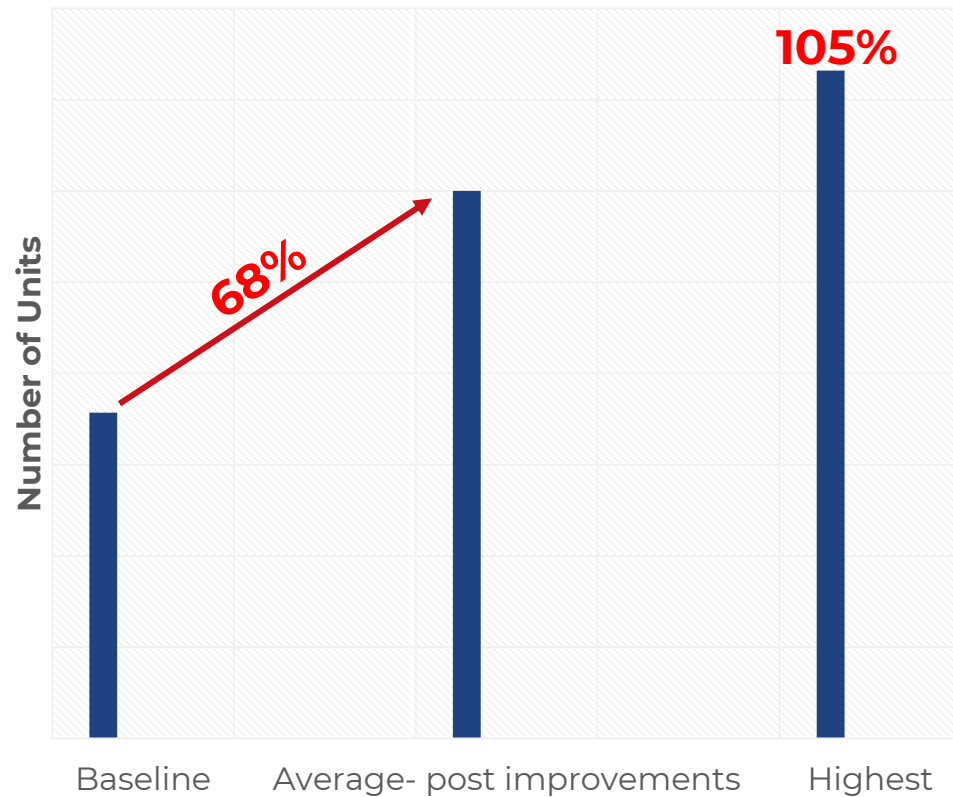


Key Actions: Material Flow Improvements



Impact

Dispatch Qty- Number Of Units Per Month



- An **extraordinary average throughput improvement of 68%** reaching as high as **105%** in certain months.
- Plant capacity assessment enabled a structured approach to balancing workload across different production cells.
- Enhanced efficiency in painting, welding, and assembly, reducing process cycle times.
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- Enhanced efficiency in painting, welding, and assembly, reducing process cycle times.

The Thinker's Corner :

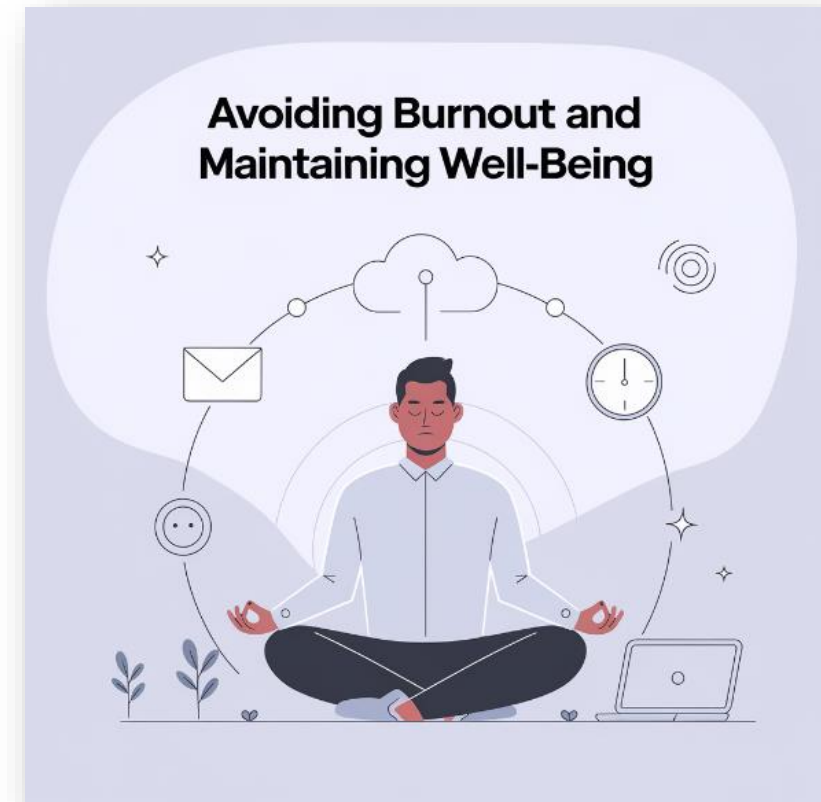
Monthly Reflections: On Burnout, Breaks and Being Human

- (Featured Perspective By Naveen Narayanan)

As part of my monthly series where I explore topics ranging from Personal Lean to Systems Thinking to the pursuit of excellence in any walk of life, I'd like to take a different route today. Let's talk about personal well-being and the often-overlooked subject of burnout. It's a bit of a taboo in professional circles. We don't talk about it enough. In today's world, we're expected to operate like superhumans—always available, always alert, constantly making decisions that affect not just our lives, but the lives of our colleagues, clients, companies, and communities.

The weight of constant decision-making wears you down. But unlike childhood—when we had a rhythm to life, school terms followed by summer breaks—adulthood has no such cadence. There's no pause button. Life doesn't stop. Demands come at you from every direction, dragging your attention, draining your energy, and making it harder to find space to simply be.

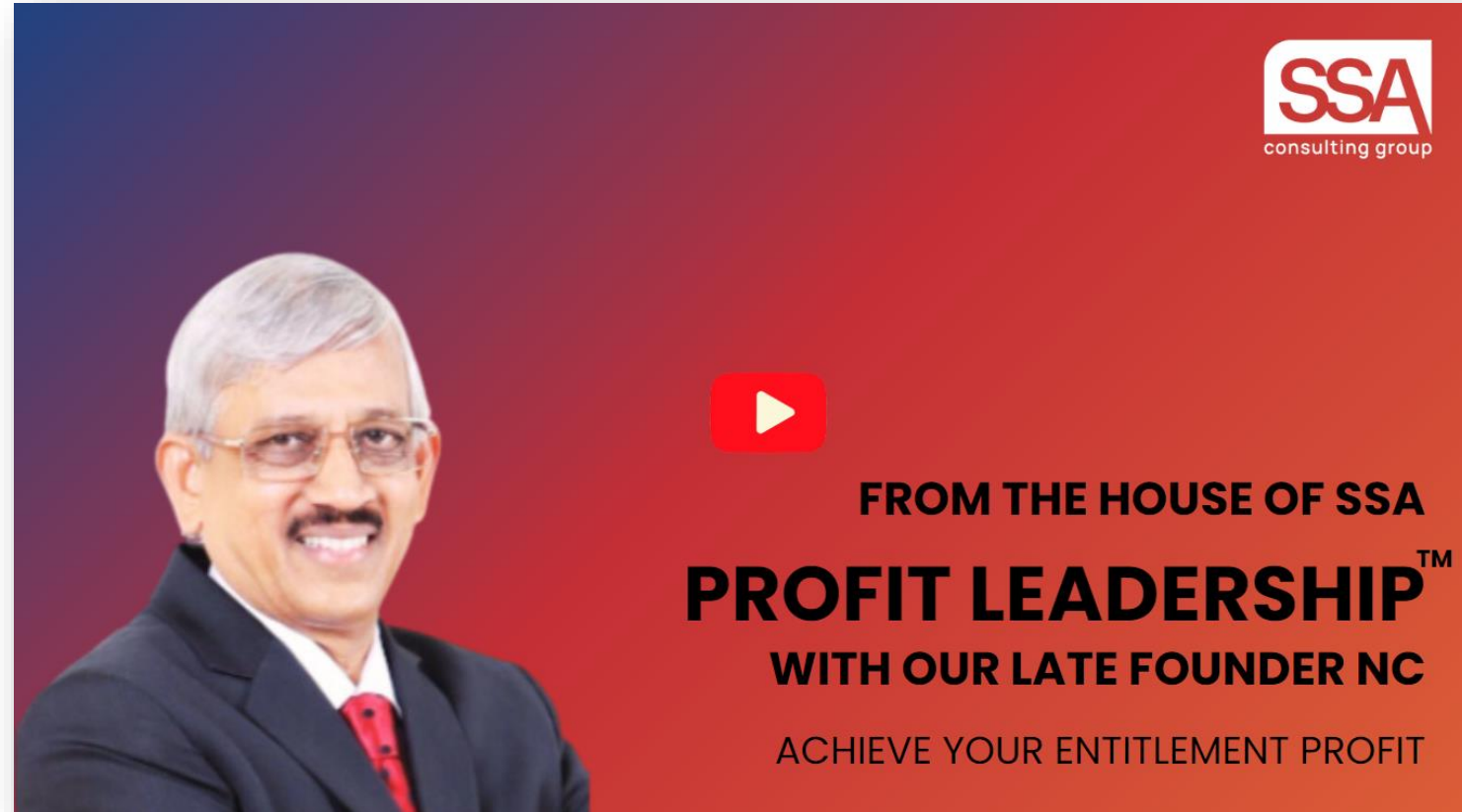
There's a lot of writing on peak productivity. Some glorify the hustle—the 24x7 mindset, always being “dialed on,” always chasing the next thing. But in my view, that's a dangerous myth. This hero-worship of non-stop work goes against the grain of how we, as humans, are...



[Click to read more...](#)

Profit Leadership™ Series

Founder Chairman, Late NC Narayanan of SSA Group of Companies, in his Profit Leadership series, explains why a Profit Leadership mindset is crucial to the growth of any organization and how leaders can arrest the declining ROI in today's times!



#SSAGroup #ProfitLeadership #LeadershipMindset #OrganizationalGrowth #ROI #BusinessSuccess #LeadershipExcellence

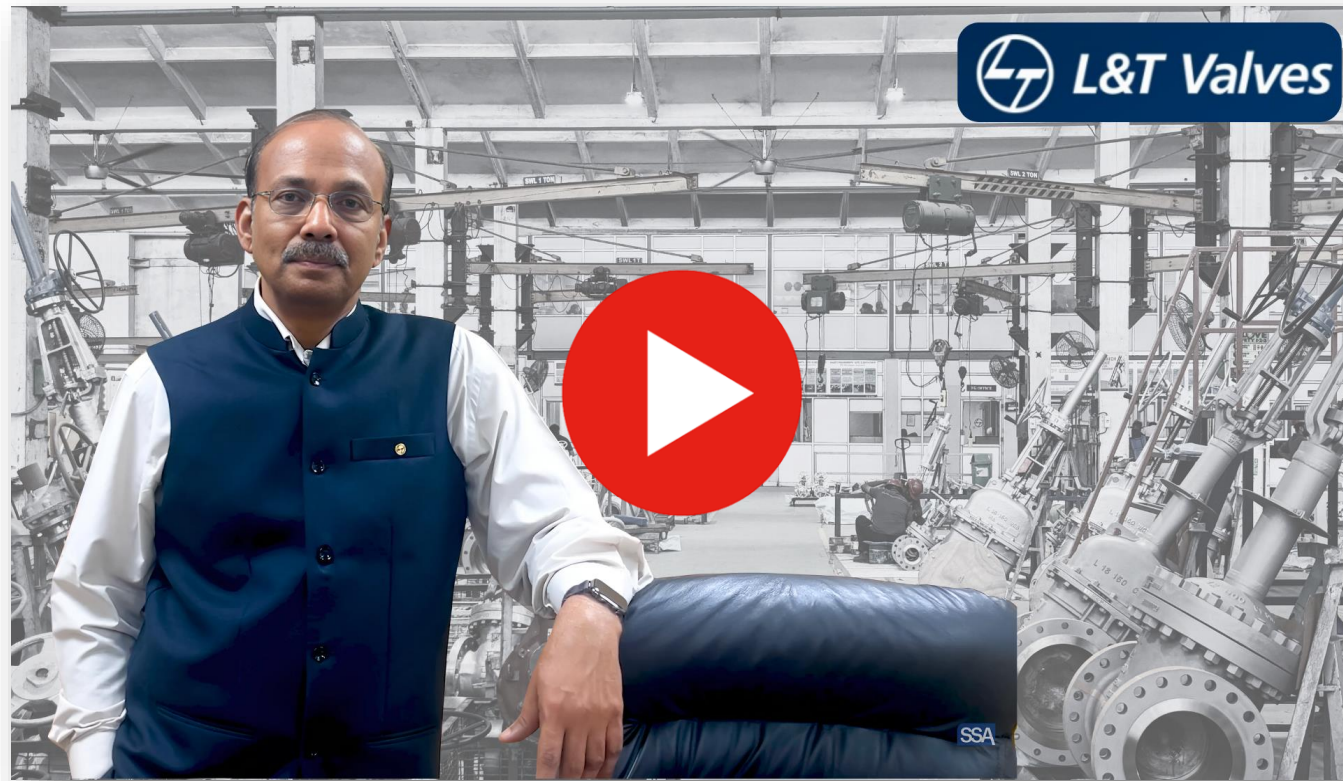


News!



We are pleased to announce the successful completion of **Project Gati with Gargi Huttenes Albertus Pvt. Ltd.**, aimed at re-engineering and optimizing information flow to support SAP implementation. The project, executed from June to December 2024, streamlined the process from enquiry to receivables collection, excluding production processes at Khopoli and Nerul factories. Through comprehensive workshops, process mapping, and the introduction of a Buffer Replenishment System, significant improvements were achieved, notably reducing total lead time from **9.2 days to 6 days**, resulting in estimated savings of approximately **₹6 crores**. Implementation of the new processes is underway, with further integration into SAP ongoing. A heartfelt thanks to all stakeholders and team members whose collaboration made this transformation possible.

Client Testimonial!

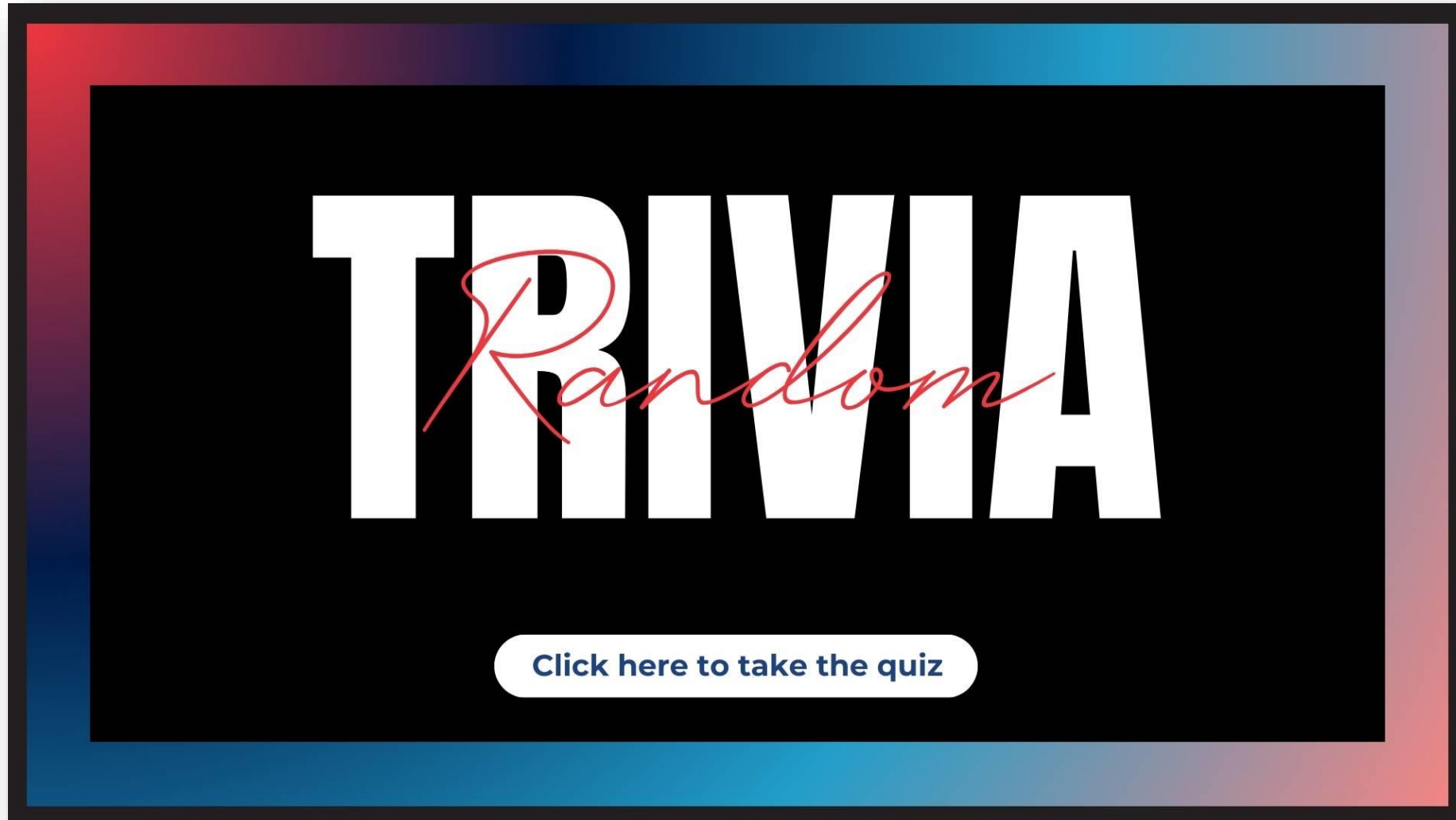


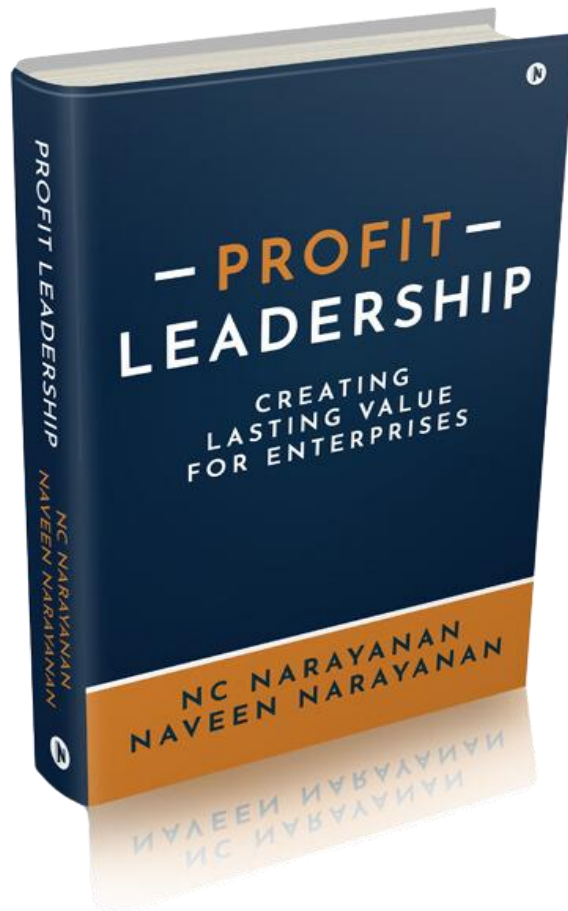
"**Houston, we have a solution**" isn't just a catchy phrase—it's our commitment.

At **SSA Consulting Group**, we don't just consult—we transform, execute, and deliver results.

Hear from **Mr. S. Kalyanaraman, Chief Executive & Director of L&T Valves**, as he shares how SSA became a true partner in business transformation, delivering measurable value every step of the way. **Watch now!**

TRIVIA





“**Profit Leadership™**” is a groundbreaking business guide that unveils the secrets to achieving sustainable profitability in today's competitive market. Drawing on extensive research and real-world examples, this book provides actionable strategies and insights for leaders to optimize their business operations, maximize revenue growth, and drive long-term success.

Grab a copy on



TAKE THE TRIVIA QUIZ TO UNLOCK THE DISCOUNT COUPON CODE

Useful Resources : Break-Even & Profitability Analyzer

The **Break-Even & Profitability Analyzer** is a financial tool that helps businesses determine the break-even point, analyze profitability, and optimize pricing strategies.

By calculating break-even units, sales, contribution margin, and profit projections, it aids in financial forecasting, cost management, and sales target setting.

Startups can assess financial viability, while established businesses can refine budgeting and pricing decisions.

With likely pre-set formulas, the template simplifies financial planning—users input key variables such as selling price, fixed and variable costs, and expected sales to gain insights into break-even analysis and profitability.

This tool is essential for decision-makers seeking to enhance financial stability and maximize profits.

BREAK-EVEN & PROFITABILITY ANALYZER

PRODUCT NAME	VALUE	REPRESENTED AS	TOTAL
	SELLING PRICE	P	\$ -
	BREAK-EVEN UNITS	X	0
	BREAK-EVEN SALES	S	\$ -

VARIABLE COSTS

VARIABLE COSTS (per Unit)		\$
Costs of Goods Sold	\$ -	per unit
Labor	\$ -	per unit
Overhead	\$ -	per unit
Other	\$ -	per unit
Other	\$ -	per unit
Other	\$ -	per unit
TOTAL	\$ -	
VARIABLE COSTS (per Percentage)		%
Commissions	0.0%	per unit
Other	0.0%	per unit
Other	0.0%	per unit
Other	0.0%	per unit
TOTAL	0.0%	

COMPANY NAME	DATE COMPLETED	START DATE	END DATE
	00/00/00	00/00/00	00/00/00

FIXED COSTS

Item 1	\$ -
Item 2	\$ -
Item 3	\$ -
Item 4	\$ -
Item 5	\$ -
Item 6	\$ -
Item 7	\$ -
Item 8	\$ -
Item 9	\$ -
Item 10	\$ -
Item 11	\$ -
Item 12	\$ -
Item 13	\$ -
TOTAL FIXED COSTS (TFC)	\$

[Click to download the Template](#)

Useful Resources – Supply Chain Optimization Tools

End-to-End Supply Chain Visibility & Analytics

- **Blue Yonder (JDA)** – AI-driven predictive analytics for demand planning and supply chain optimization.
- **o9 Solutions** – Uses digital twins and AI to simulate supply chain scenarios for better decision-making.
- **Kinaxis Rapid Response** – Enables real-time supply chain monitoring and risk mitigation.



Warehouse & Order Fulfillment Solutions

- **Manhattan Associates WMS** – A warehouse management system (WMS) optimizing inbound and outbound logistics.
- **Locus Robotics** – Uses AI-powered robots for efficient warehouse operations and order fulfillment.
- **Zebra Technologies** – Offers real-time warehouse tracking solutions with RFID and barcode scanning.

Demand Forecasting & Inventory Management Tools

- **SAP Integrated Business Planning (IBP)** – Uses AI and predictive analytics to enhance demand planning and supply chain synchronization.
- **Netstock** – A cloud-based inventory optimization tool that helps in demand forecasting and stock level management.
- **RELEX Solutions** – Automates replenishment planning and optimizes supply chain forecasting

Transportation & Logistics Optimization Tools

- **Flexport** – A digital freight forwarder offering real-time supply chain visibility and optimization.
- **Project44** – Provides predictive insights into freight movement, reducing delays and enhancing efficiency.
- **Shipwell** – Integrates logistics, transportation, and tracking for end-to-end freight visibility.

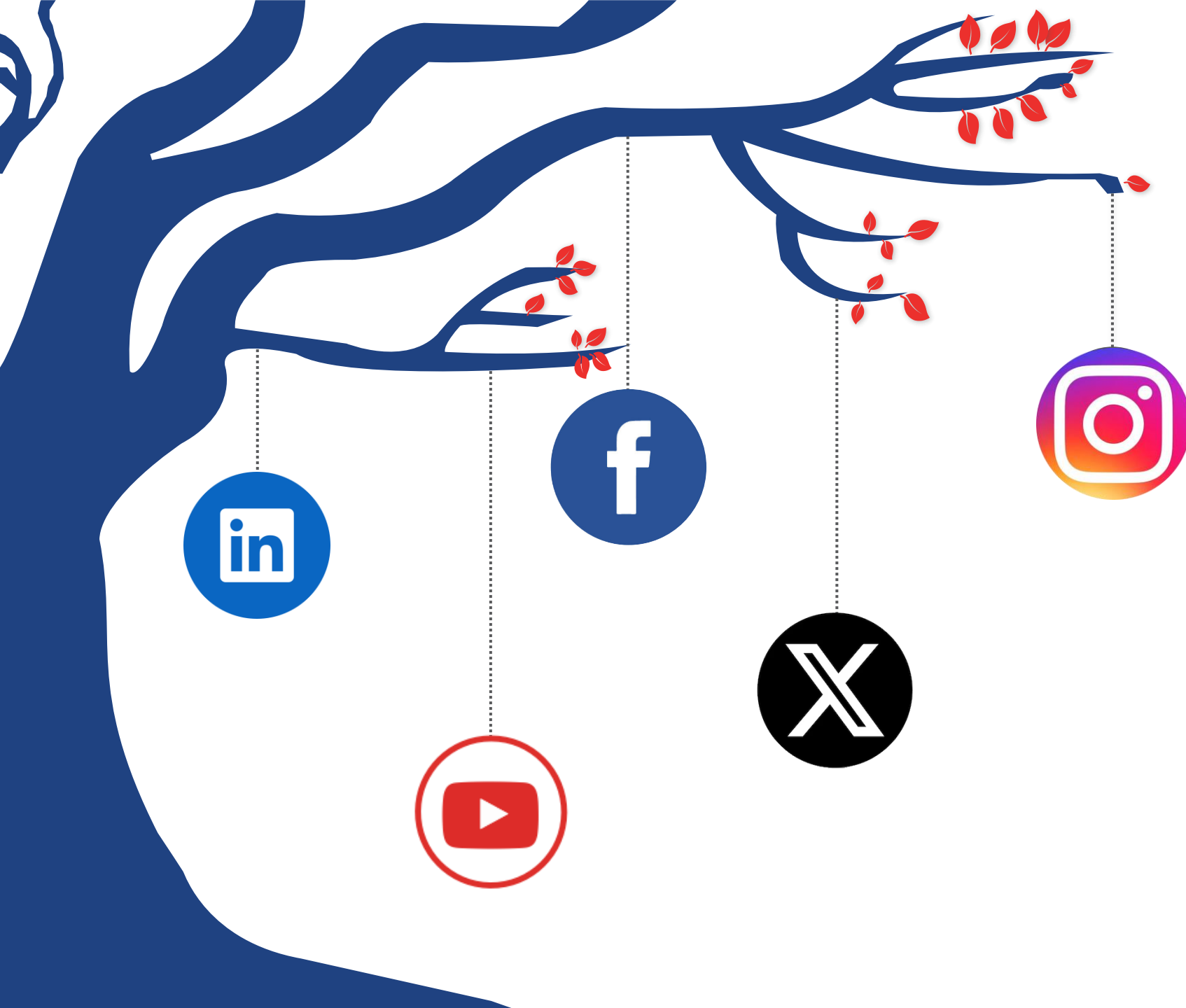


THANK YOU !!

For being a part of our community

Your feedback is essential in helping us improve and tailor our content to meet your expectations. Whether it's a suggestion, a comment, or just a friendly hello, we'd love to hear from you!

Please take a moment to share your thoughts and insights by clicking [here](#).



Join Us

**TO RETHINK
STRATEGIES AND
ACHIEVE SUSTAINABLE
GROWTH IN YOUR
BUSINESS**