

BULLUK
G H A N A A P P A R E L

THE MASS PRODUCTION UNIT OF

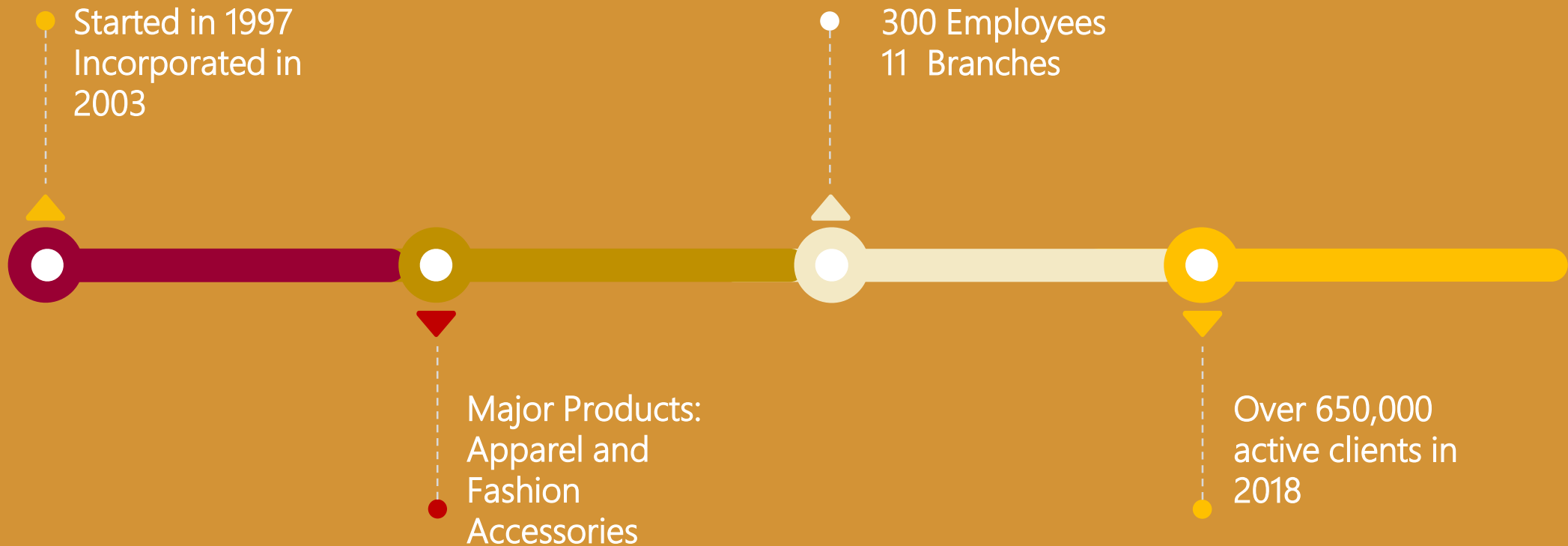


NALLEM[®]
C L O T H I N G

KAIZEN EXPERIENCE: OUTCOMES, CHALLENGES AND WAY FORWARD

BY: LINDA KANKOH

The Journey



OUR AMBITION

VISION

To grow into a Global player in the fashion industry with major fashion cities across the globe, influencing seasonal collections, fashion trends, colors and playing a key role in establishing Africa's presence in the international scene.

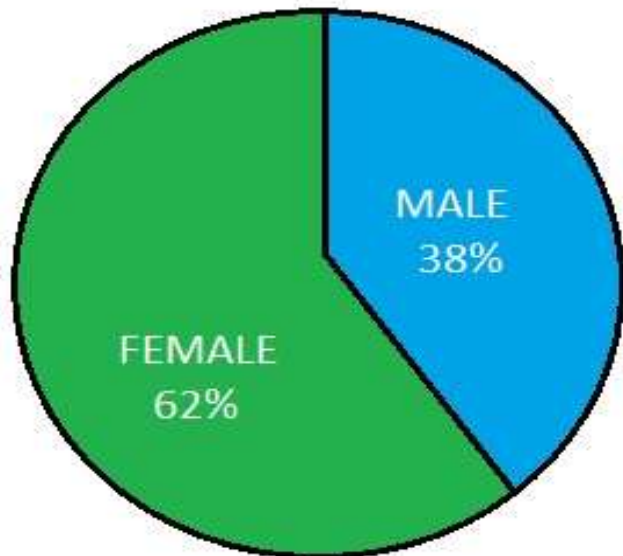
MISSION

To be a global brand for clothing's and fashion accessories.

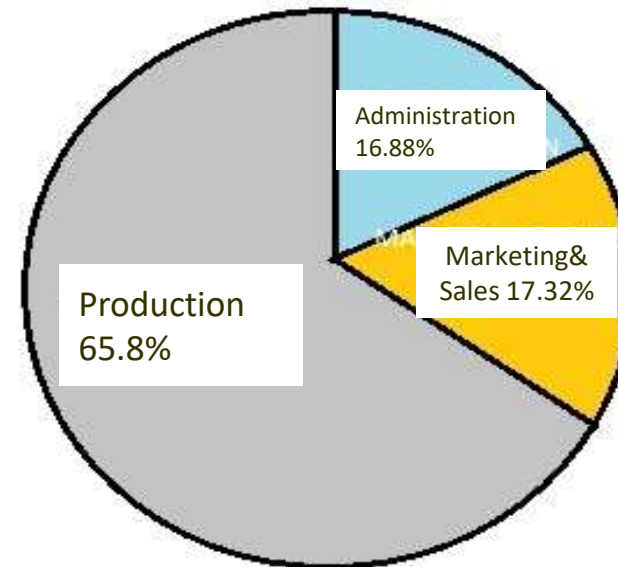
LABOUR FORCE



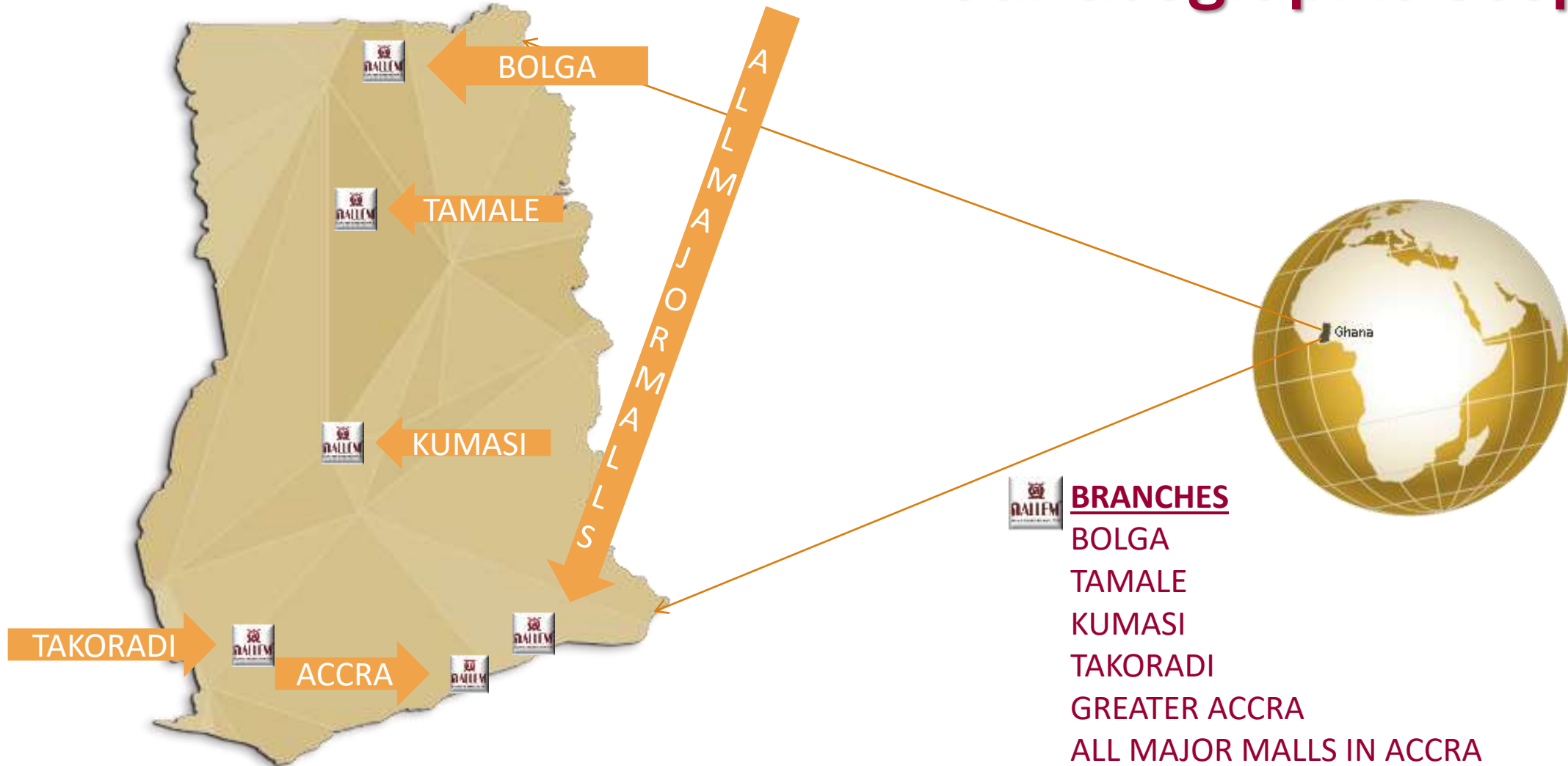
MALE / FEMALE



DEPARTMENTS



Our Geographic Scope

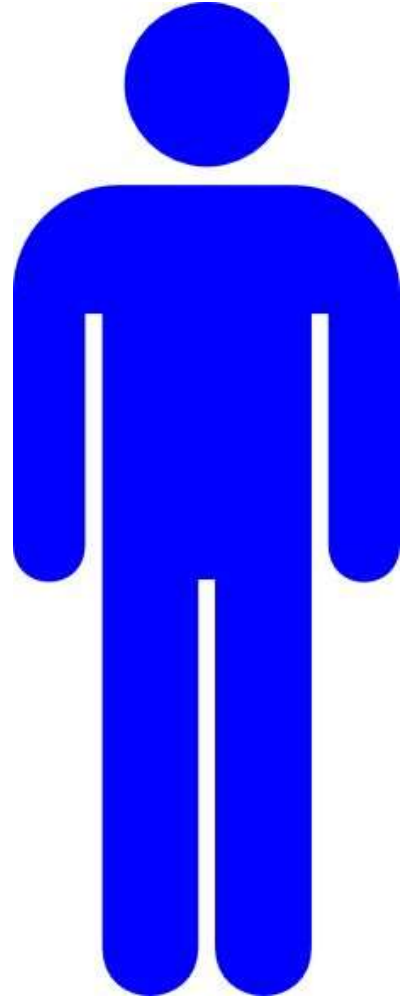


◆ OTHER RESELLERS – USA / KENYA / NIGERIA / SOUTH AFRICA / SIERRA LEONE

Our Clients

MAJOR CLIENTS

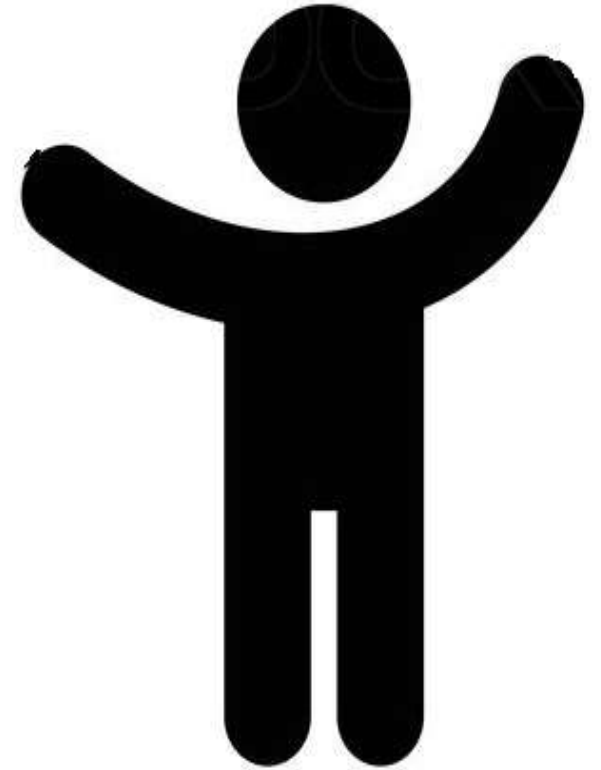
GOIL
OLAM
TOP CORE
NEDCO etc...



MEN








WOMEN



CHILDREN

ACTUAL KAIZEN ACTIVITIES IMPLEMENTED

- Monthly sales and cash flow projections
- Promotion of 5S(Lecture, formation of 5S Committee and implemented)
- Quality Control(QC)
- Design of Customer Order Sheet
- Visual Management
- Labeling of Electricity Main Switch

KPIs	STATUS	FACTOR OF CHANGE
Productivity	 86%	1. Reduction of movement of workers as a result of the introduction of metal racks. 2. Introduction of 5S at the store room has resulted in identification and accessing accessories has become much easier and faster (Wooden section)
Sales Volume	 20%	Increase in productivity as a result Kaizen menus implemented such as fabric holder, 5s, metal rack, etc.
Quality (Defect Rate)	 0.38%	1. Quality control training activities are held regularly to new comers 2. Use of fish bone diagram at QC meetings to counter recurring defects
Production lead time	 20%	1. Training of workers 2. Reduction of unnecessary movements due to the introduction of metal rack 3. 5S implementation at the store room
Turnover ratio of employees	 20%	1. Introduction of new production line 2. Motivation of workers to stay

FRAME SHELF

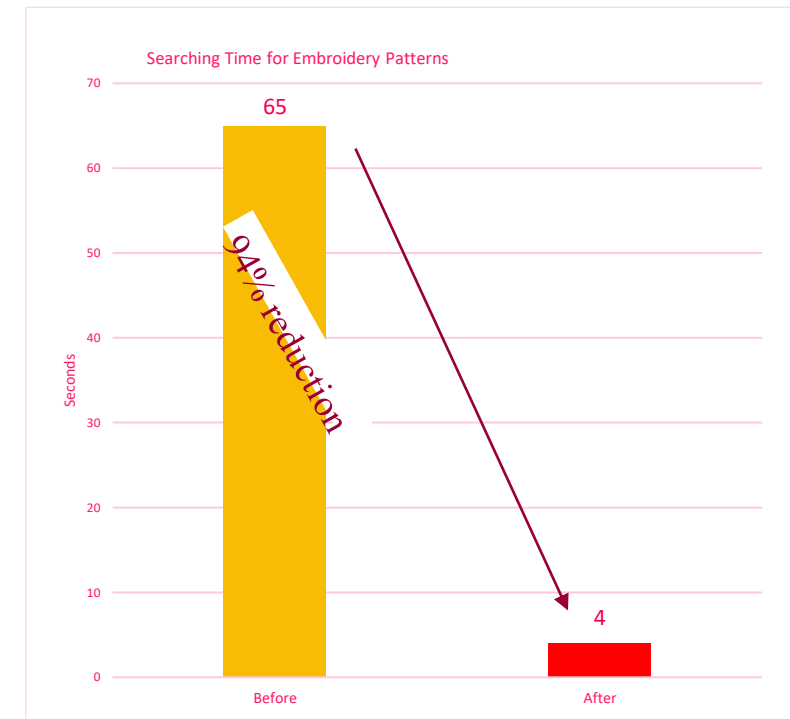
A shelf was constructed and labelled to contain embroidery frames arranged according to their diameters for easy identification and accessibility.



Before Kaizen



After Kaizen



OUTCOMES OF KAIZEN 5S



This is the created accessory line as a result of kaizen (continuous improvement initiatives)



NECK TIES



NECKLACE



BAGS



- It has enhanced creativity and innovation
- The accessories is another source of sales generation

ONE OF THE KAIZEN MONTHLY GENERAL CLEANING

RESULTS:

- Improved Health
- Lower Absenteeism
- Rate Of Illness Reduced



KAIZEN QUALITY CONTROL CIRCLE MEETINGS

RESULTS:

- Enhanced Teamwork
- Effective Decision Making



NEAT CUTTING AREA AND PRODUCTION FLOOR

Accidents rates has reduced from 3% to 0% during the last quarter after implementation of Kaizen 5s



NEWLY OPENED AIRPORT TERMINAL 2 BRANCH

- Sales has seen a tremendous growth after the implementation as a result of increase in productivity.



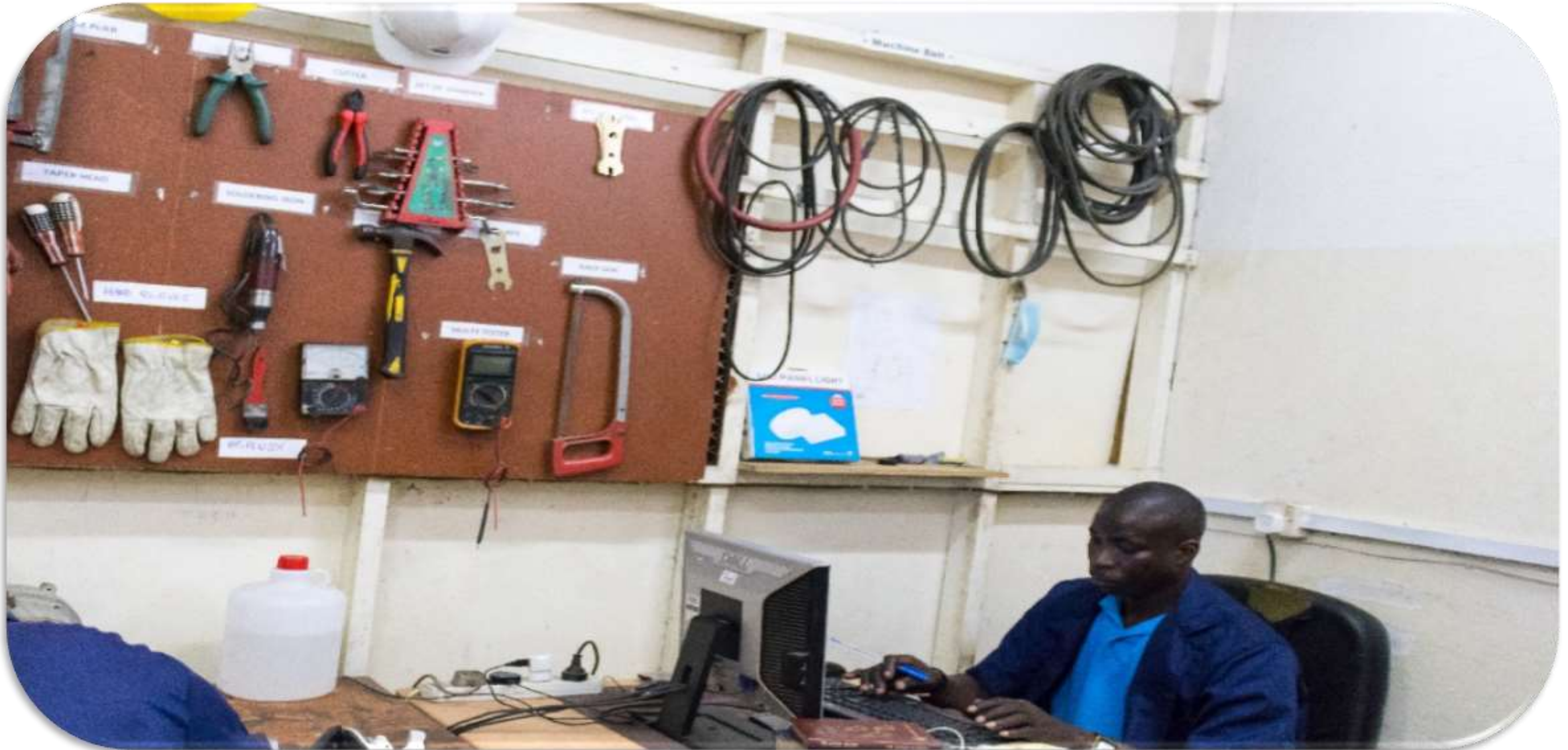
CURRENT STORE ROOM HAS REDUCED WASTE AND FURTHER INCREASED PRODUCTIVITY



WELL ARRANGED AND ORDERLY STORE ROOM. NO MORE MUDA (WASTE)



WELL LABELLED SEITON BOARD. MUDA ELIMINATED



NALLEM WAS LISTED AS THE 3RD MOST PREFERRED AFRICAN / GHANAIAAN BRAND IN GHANA AS A RESULT OF KAIZEN EXPOSURE (<https://thebftonline.com/2018/headlines/africas-best-brands-2017-18-kasapreko-most-admired-ghana-african-brand-in-ghana/>)

TOP 10 MOST-ADMIRED GHANA AND/OR AFRICAN BRANDS IN GHANA

Rank	Brand	Category	Country
1		Alcoholic Beverages	
2		Telecommunications	
3		Apparel	
4		Alcoholic Beverages	
5		Consumer, Non-Cyclical	
6		Alcoholic Beverages	
7		Auto Manufacturers	
8		Media	
9		Consumer, Non-Cyclical	
10		Alcoholic Beverages	

CHALLENGES

Demand has increased greatly since the implementation of Kaizen 5S. However, there are a few challenges.

Budget Constraints

The need to recruit more staff

New Machinery

More space needed for production

Access to export market

THE WAY FORWARD

- CONSIDER THE SUPPLIERS' CREDIT FOR THE ACQUISITION OF MACHINES
- USE THE APPRENTICESHIP MODEL TO AUGMENT THE STAFF STRENGTH
- JICA TO CONSIDER THE ESTABLISHMENT OF AN SME FUND FOR KAIZEN BENEFICIARIES

CONCLUSION

- The implementation of Kaizen has made a positive impact on the performance of BULLUK GH LTD(NALLEM CLOTHING)
- There are noticeable improvements in all departments
- This will help the Company achieve its short and long term goal

GHANA WOMEN ENTREPRENEURSHIP SUMMIT



Mrs. Linda Kankoh (COO of Bulluk Ghana Ltd.) as one of the panelists on the topic "KAIZEN Impact" during the summit.

