

Esquire Knit Composite Ltd use Fast React's Evolve to improve control of pre-sewing processes resulting in 6% factory efficiency improvement

Improvements in capacity management and order control leads to reduced down-time and better delivery performance

The Customer

Esquire Knit Composite Limited was established in Dhaka, Bangladesh in 2001 and has grown into a successful vertical, world class knit garment manufacturer. It has multiple business units covering yarn dyeing, knitting, fabric dyeing and finishing, printing, embroidery, sewing and garments dyeing and washing all under one roof. Specialising in embellished garments, Esquire supplies some of the world's largest retailers including Esprit, C&A, Next and Best Seller.

The Challenge

Mr. Kamal Munasinghe, CEO at Esquire Knit Composite, said *"Our growing market share comes with a greatly increased level of competitiveness and complexity. Esquire produces more than 1.6 million pieces per month but order sizes are reducing, varying between 500 – 5000 pieces. In addition to coping with more styles, we have multiple types of embellishment to manage. Our business needed enhanced control and visibility over all our operational areas. We selected Fast React as they are experts in this area, have a local team and the Evolve solution could work well with our existing business system."*

Rukunuz Zaman, Fast React's Dhaka-based Project Manager, explains *"It was clear that the pre-sewing areas, such as printing and embroidery, were the top priority for Esquire as 95% of orders required these processes but the team struggled to have visibility of capacity and WIP, and was not able to see problems quickly enough. This was resulting in bottlenecks, which led to idle time in the sewing lines."*

The Solution

Esquire Knit established a new centralised planning team around the Fast React solution. Detailed line level sewing planning boards are used to manage production capacities for sewing, which in turn link to Evolve's operations management module. Using the pull system principle, Fast React automatically creates detailed schedules for the different embroidery and printing types such as Glitter Print, Photo Print, Applique Embroidery and Sequin Embroidery, considering style and colour variations.

The planners now have clear visibility of the weekly load vs capacity for each machine group well in advance so they can ensure that sewing demand is achievable. Esquire can also check the 'Plan vs. Actual' and the 'WIP level' daily to ensure there are no last minute shortages.

Pronoy Chandra Chanda, AGM Planning at Esquire Knit Composite, said *"Planning in Evolve has become much easier than the previous method of planning on separate spreadsheets. Planning and daily re-planning is a very quick process in Evolve with a visual traffic light system highlighting the potential problems of late delivery, material in-house and production WIP issues."*

The Results

Indunil Mahawatte, Head of MIS at Esquire Knit Composite, explains *"By using Evolve we have now integrated planning through all our functional departments. The feeding between the embellishment units to sewing units has become much smoother. By reducing our down-time we have improved our efficiency by 6%."*

"Additionally, we have improved co-ordination between departments through a single system now we have instant real-time access to all the relevant information in a single source. The Evolve reporting tool is very effective to identify potential problems and make proactive decisions accordingly."



Evolve

efficient manufacturing for fashion



Key facts at a glance

Customer:

Esquire Knit Composite Ltd

Location:

Bangladesh

Challenge:

With increased volume of orders and 95% of styles featuring embellishment, managing capacity, schedules and WIP for printing and embroidery was a real headache and often led to idle time in sewing which resulted in inefficiencies and shipment losses.

ROI:

The feeding between the embellishment units to sewing units has become much smoother. By reducing our down-time we have improved our efficiency by 6%.



Fast React Systems Ltd – Europe & USA
Tel: +44 (0)1332 668942
Email: info@fastreact.com Web: www.fastreact.com

Fast React Systems Ltd – Asia
Tel: +66 (0)2 664 3326
Email: info.asia@fastreact.com Web: www.fastreact.com

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Indunil Mahawatte, Head of MIS at Esquire Knit Composite, continues *"The Evolve implementation process was smooth and the strong follow-up from the Fast React team helped us to drive the project in the right direction to achieve business objectives within minimal time."*

The Conclusion

Mr. Gaya Karunathilake, COO at Esquire Knit Composite, commented *"95% of our styles requires highly sophisticated embellishment, before Evolve we regularly faced unforeseen bottlenecks which subsequently resulted in idle time. Now we can foresee these bottlenecks and each department is taking precaution to manage those well in advance."*

Mr. Kamal Munasinghe, CEO at Esquire Knit Composite Ltd, also said *"It only took 5 months from system setup and configuration to establish Evolve within the business, which has resulted in a 6% factory efficiency improvement and a 5% improvement in Ship to Cut ratio."*



Pronoy Chandra Chanda, AGM Planning, taking full advantage of the Low Level Planning Board and the Fast React Operations Management Module.



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What our customers say...

FCI Bangladesh

"When looking at the ROI from Evolve, we have received many benefits such as capacity fulfilment, less overbooking and an increase in performance to plan by 15%. Access to information on efficiencies have allowed us to plan better and we have now been able to fix product type by line – all this has resulted in overall capacity utilisation and factory efficiency increasing by around 5%."

Mr. Zareef Cader
Finance Director

Sabina Thailand

"Evolve enables our planners to highlight overloads and balance group capacity so we can offer realistic shipment dates to the merchandising team and clients when they first place their order. This has helped us to reduce fire-fighting, late hours and any weekend work. We have been able to reduce overtime costs by 30%."

Khun Vachirawan Yamsri
Production Director

Fashion Garments Vietnam

"Fast React is one of the key tools which helps FGL to manage the complexity of the business...we need to be armed with the flexibility and quick response to the ever changing customer needs...Its seamless integration with the ERP system gives valuable information not only to the planners, but also to other functions as well. Its reporting functions give the opportunity to management to make the decisions quickly and more accurately."

Ashan Jayathilaka
Planning Manager



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