

Eliminating Oversupply of Croissants

Brahim's Airline Catering (BAC) is Malaysia's world class inflight catering business. It caters to 36 airlines clients from local as well as international flights. BAC is a halal premium catering that offers customers with the highest level of quality cuisine. There is an ever great demand in BAC and in 2013, it had managed to deliver a total of 16,973,000 meals to 78,000 flights.

With support from 1,142 workers, bounded with five core values namely Commitment, Respect, Integrity, Sustainability and Performance (C.R.I.S.P), it is thus able to bring the company to greater heights and be on par with other international airliner caterings.

BAC aiming to be the most efficient inflight catering

To remain world class performance in inflight catering services, BAC needs to be competitive in order to sustain the ongoing business. The top management team plays a major role in optimising input utilisation so as to produce the highest level of quality output. BAC's top management stresses on the importance of their commitment towards productivity initiatives on five crucial pillars. They are namely on food safety, halal excellence, food development, BAC's continuous improvement program (B-CIP) and ramp safety. These pillars will provide solutions to the airline catering to counter daily operations in an effective way.

BAC aims to be the most efficient inflight catering to produce quality food output performance with the most sophisticated equipment using LEAN process. The Organisational Excellence (OE) department is responsible in identifying areas on how to improve products to reach BAC's food cost saving target at 35 percent annually.

Mapping out production flow for improvement

Croissant is one of the most popular pastries among airline clients. On average, the production line is able to produce a total of 1,808 croissants a day. An internal audit conducted by OE found that BAC needed to be frugal on this bread as there was an excess of croissant on MH flights which did not match with the number of passengers. The standard croissant packaging was 25 pieces per bag for 25 passengers. A case study was done when BAC supplied the croissant using similar packaging to 14 crews onboard. Unnecessary wastage of 11 croissants were found when they used the standard method. This wastage



Material Flow Cost Accounting (MFCA) approach used in identifying wastages and material losses in each stage



resulted in BAC's declining profit. What more for less number of passengers? There would be more losses and wastages.

A dedicated team consisting of seven members had mapped up the production flow. The process comprised of an initial stage right up to the final stage of croissant bread making before they were sent up into the aircraft. Eleven processes had been specifically tabled out to determine any wastage in each process.

The team used Material Flow Cost Accounting (MFCA) approach and was able to identify the real cost of wastages and material losses in each stages. This approach allowed

BAC to improve and simultaneously generate financial benefits. The results revealed that losses normally incurred in the initial stage of dough moulding and packaging activities. The LEAN project started in August 2014 and completed in January 2015 with several Kaizen solutions.

KAIZEN THEME	KAIZEN IMPROVEMENT
To reduce left over dough in moulding process	1. Diversifying excess dough for other bread products such as bread butter pudding.
Over excess croissants delivered to flights (25 pieces to the standard numbers)	2. Correct endorsement supply of croissants on inflight services.
	3. New packaging method at pastry section including special packaging for airline crews.
	4. Equal ratio of croissants to passengers.
	5. Equal ratio of meals to the number of passengers onboard.



Analysis of LEAN project in BAC

With the frugal and very conscientious efforts of using LEAN in BAC, 11.16 percent is accounted for savings of over supply of croissants at RM2,842.39 per month. In a month, a total of RM45,207.70 has been saved in terms of raw materials. In a year, BAC manages to save wastages on the over supply of croissants at a total cost of RM576,601. Therefore, LEAN project has benefited BAC indeed.

Matrix before and after LEAN project:

DESCRIPTION	BEFORE	AFTER	COST SAVING
1. Cost saving on left over dough/cost saving on raw material			
• Flour (per month) (RM)	78,758.80	40,271.10	38,487.70
• Butter (per month) (RM)	73,080	66,360	6,720
2. Over supply of croissants (RM)	2,842.39	0	2,842.39
Total saving per month (RM)			48,050.09
Total saving per year (RM)			576,601.08

