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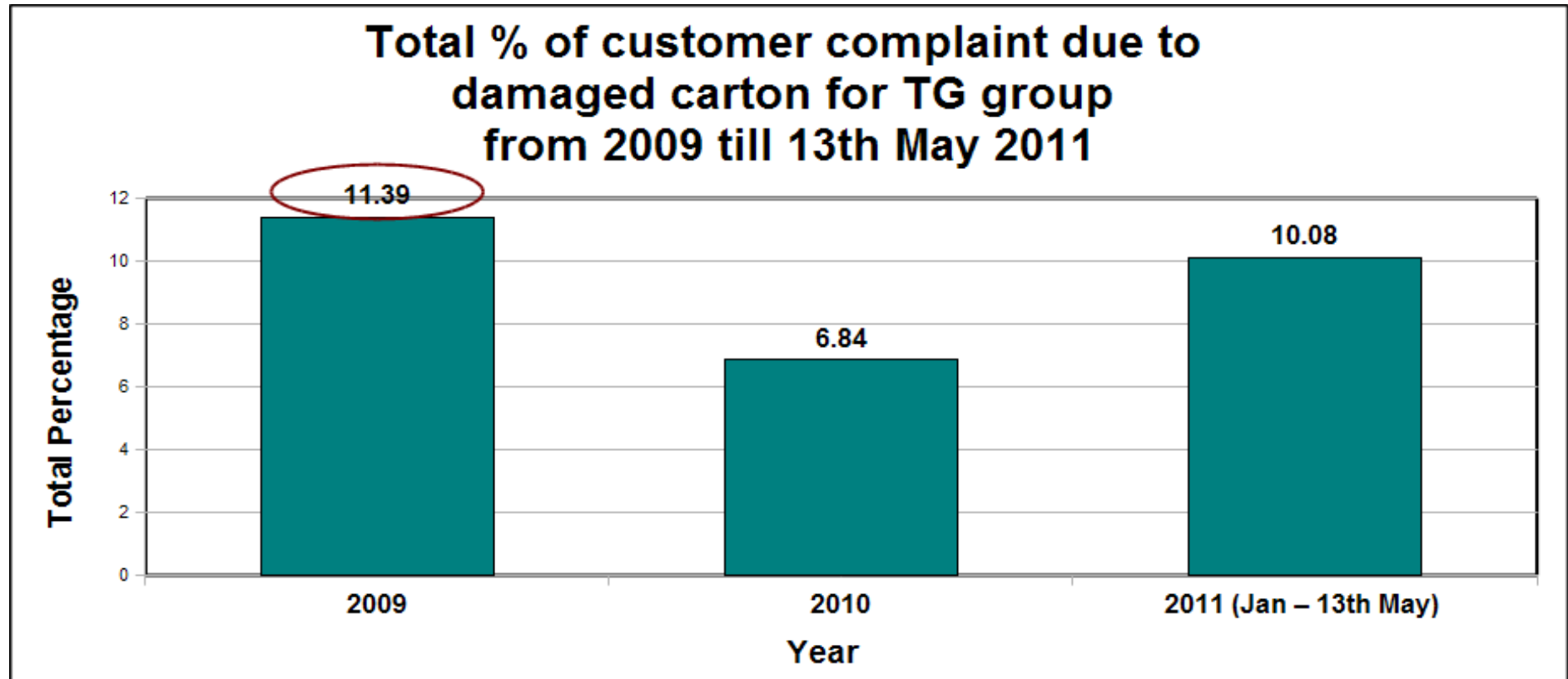
**TOP GLOVE, TOP QUALITY, TOP EFFICIENCY  
GOOD HEALTH, SAFETY FIRST & BE HONEST  
F19/20**

# **DAMAGED CARTON - ROOT CAUSE & CORRECTIVE/PREVENTIVE ACTION -**

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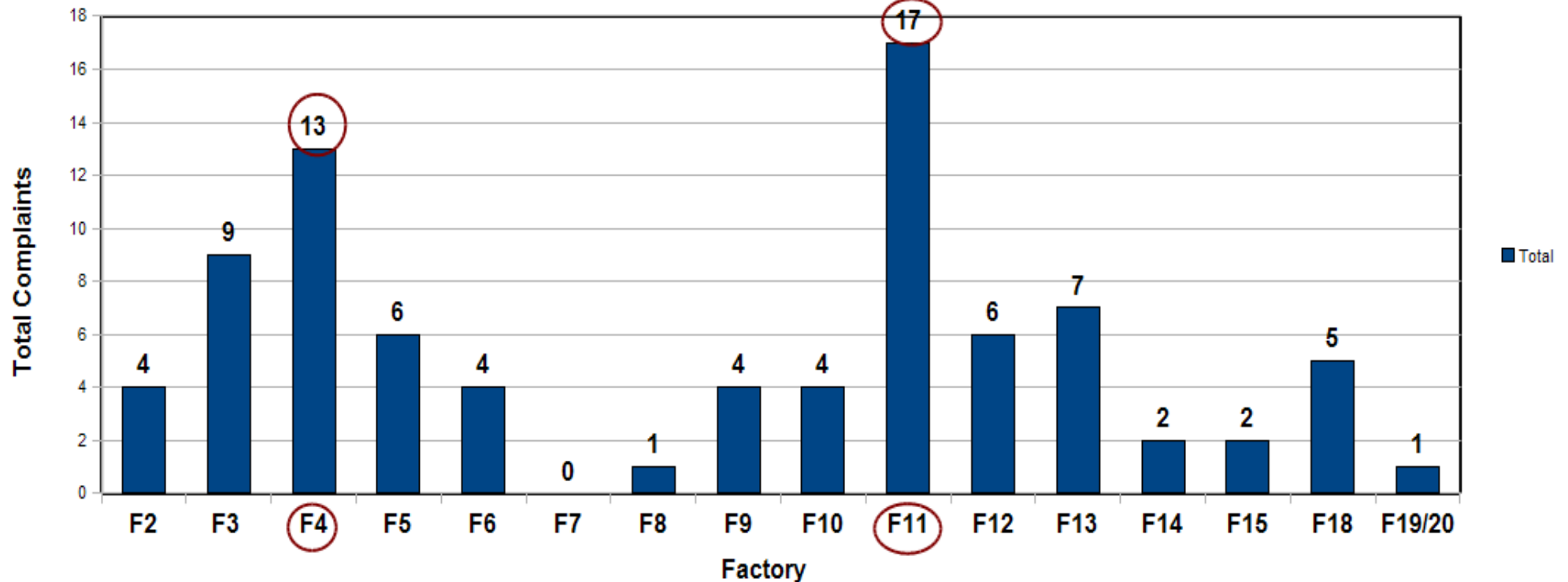
# ANALYSIS OF CUSTOMER COMPLAINT



Year	2009	2010	2011 (Jan – 13 <sup>th</sup> May)
Total of customer complaint	360	497	119
Total of customer complaint due to damaged carton	41	34	12
% of damaged carton	11.39	6.84	10.08

# ANALYSIS OF CUSTOMER COMPLAINT

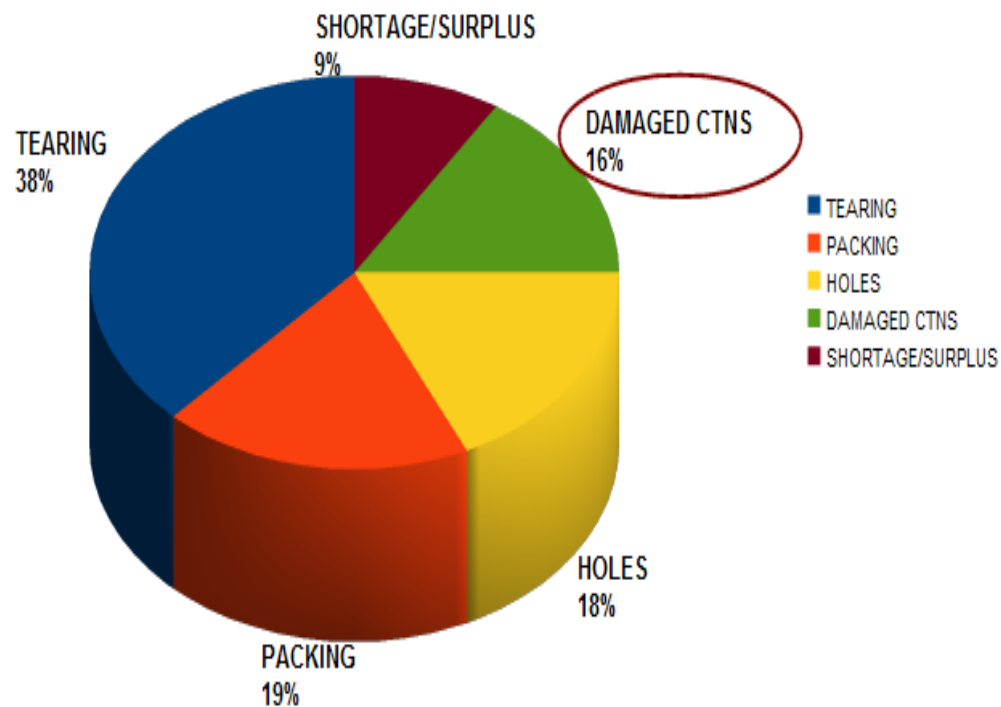
Number of complaint due to Damaged Carton from  
2009 till 13th May 2011 by Factory



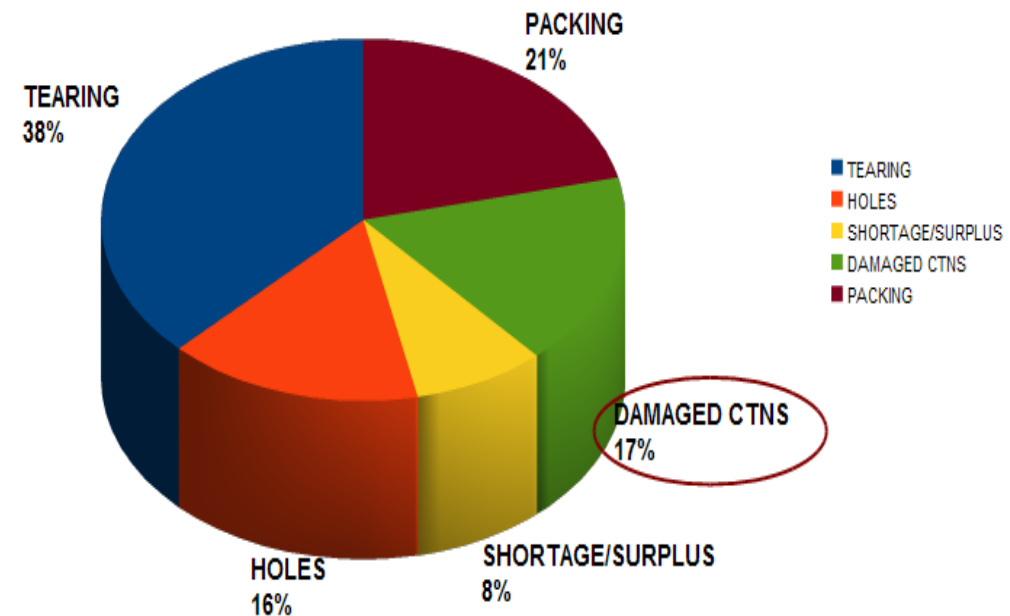
Factory	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F18	F19/20
2009	2	5	6	4	3	0	0	2	2	8	3	3	1	1	0	1
2010	2	4	3	2	1	0	1	1	2	6	2	4	1	1	4	0
2011 (Jan – 13 <sup>th</sup> May)	0	0	4	0	0	0	0	1	0	3	1	0	0	0	1	0
Total	4	9	13	6	4	0	1	4	4	17	6	7	2	2	5	1

# ANALYSIS OF CUSTOMER COMPLAINT

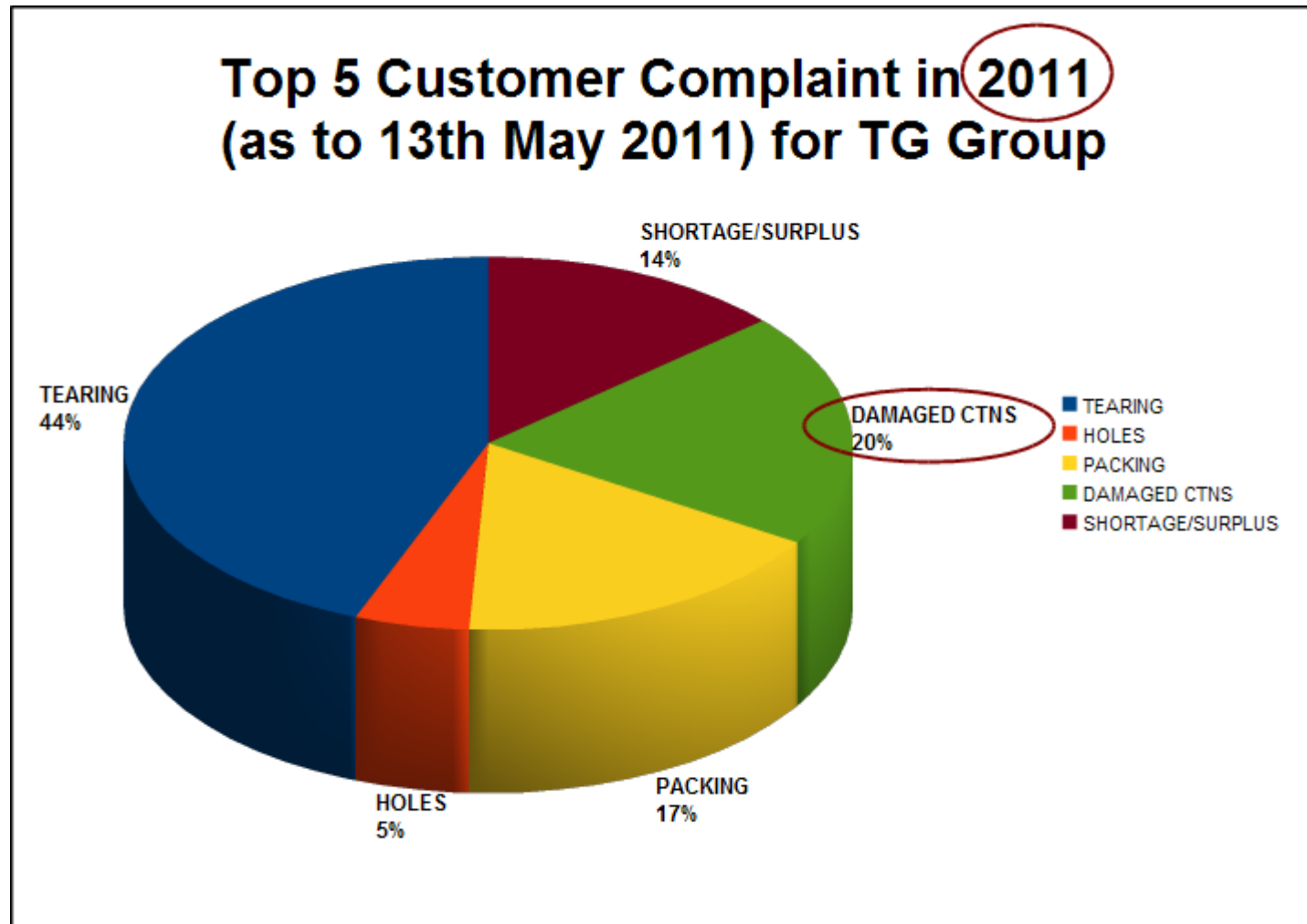
Top 5 Customer Complaint in 2009  
for TG group



Top 5 Customer Complaint in 2010  
for TG Group

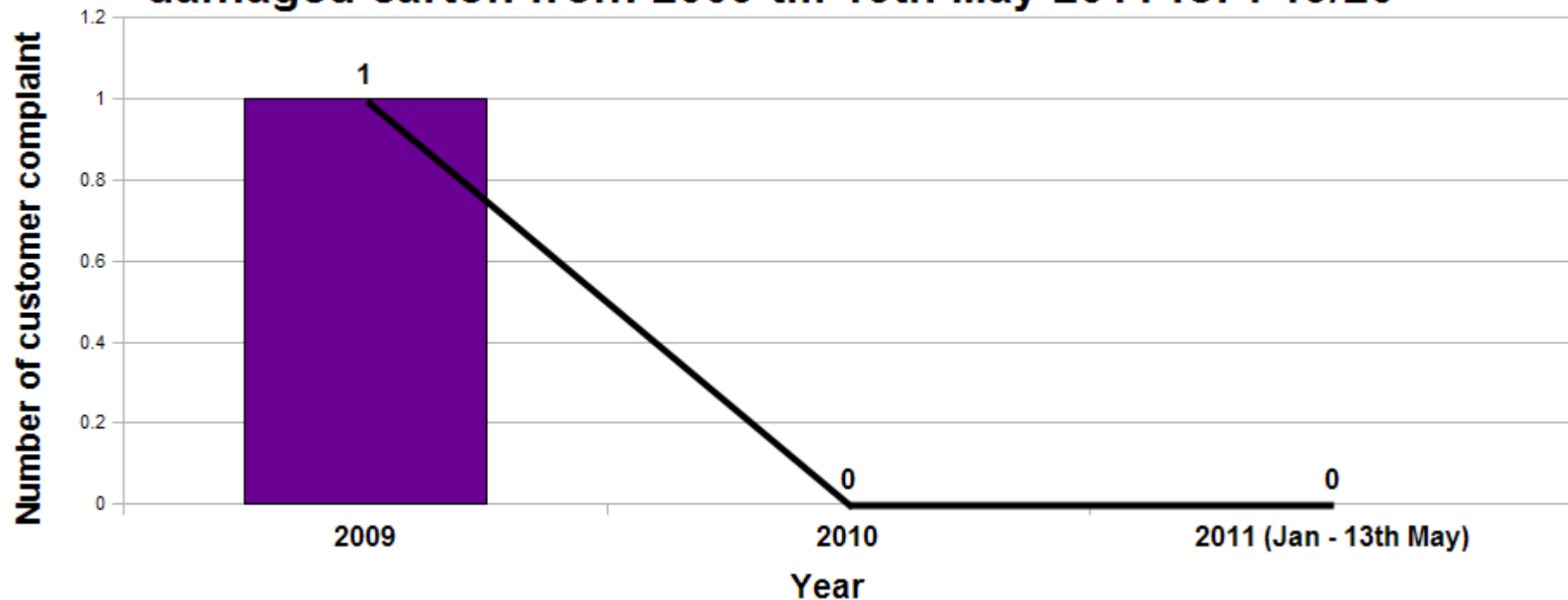


# ANALYSIS OF CUSTOMER COMPLAINT



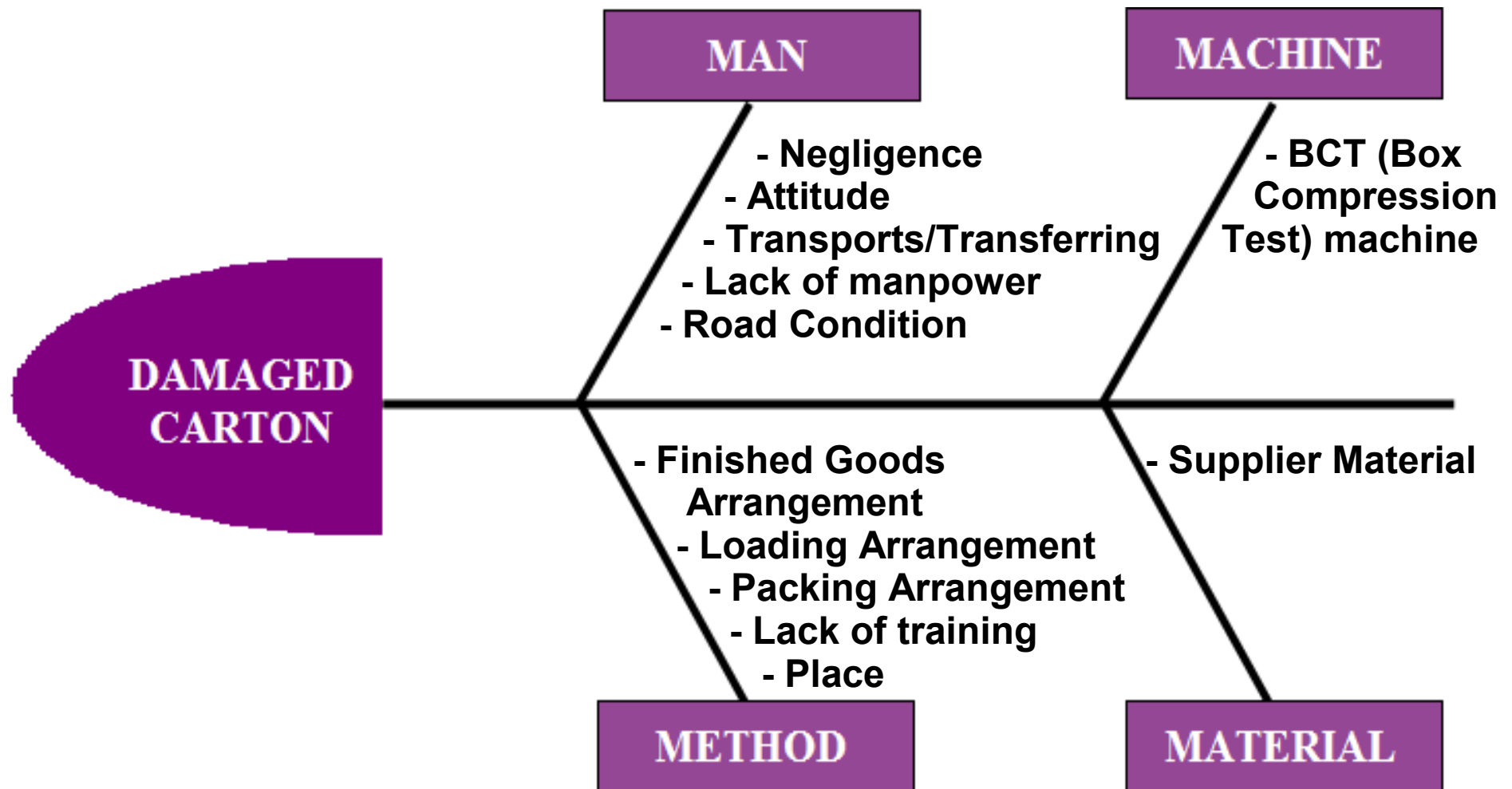
# ANALYSIS OF CUSTOMER COMPLAINT

Number of customer complaint due to damaged carton from 2009 till 13th May 2011 for F19/20



Year	2009	2010	2011 (Jan - 13 <sup>th</sup> May)
Total Customer complaint due to damaged carton	1	0	0

# Outline – Root Cause Fishbone Diagram



# Identified root cause for Warehouse Department

**MAN**

## Negligence

- Carton knock each other during transferring
- Accidentally hit by forklift
- Carton accidentally bangs on the floor when transferring or during loading

## Attitude

- Hit another carton to fit into container
- Sit on the stacked carton/Finished goods
- Loading boy stack the carton and climb on it to arrange carton at upper level of container



Climbed on stacked carton



# Identified root cause for Warehouse Department

**MAN**

**Transport/  
Transferring**

- Carton fall down during loading activity/ transporting
- Carton damaged inside the bonded lorry during inter company transferring

**Road  
Condition**

- Sinking road, uneven road during transferring Finished Goods



Uneven  
road/Sinking  
road

# Identified root cause for Warehouse Department

## METHOD

### Loading Arrangement

- Loaded too tightly in the container
  - Wrong loading techniques
- Eg: Loading not following the dimension arrangement

### Place

- Congested at Warehouse cause several transferring of pallet where the carton may accidentally hit
- Finished good stored at improper area (expose to rain water) causing damage when dry

### Finished goods Arrangemnt

- Finished goods kept too long in Warehouse
- Finished goods band strapped too tight



Carton arranged too tightly

# Identified root cause for Packing Department

MAN

## Negligence

- To save time, packing boy throwing the carton during arranging carton on the pallet

## Transport/ Transferring

- Carton fall down during transferring the carton from Packing room to Warehouse store area



Throwing carton during arranging

# Identified root cause for Packing Department

## METHOD

### Finished good Arrangement

- Finished good wrapped too tight causing damage carton
- Finished good wrapped too loose causing the carton to fall
- Poor stacking on the pallet
- Lack of study on suitability of carton quantity with certain dimension per pallet
- Pallet isn't covered with rejected carton or hard cardboard before stacking



Wrapped too tightly

### Packing Arrangement

- Dimension carton too small to fit the glove packed.  
Eg. Bulk pack glove pack inside the unfitted carton.



Poor stacking on the pallet

# Identified root cause for QA Department

**MAN**

## Negligence

- Accepting PM without conducting GSM & BCT (Box Compression test)
- Accepting PM which failed BCT test due to urgent shipment

## Lack of manpower

- Not enough manpower to conduct the GSM and BCT test due to many PM delivered



GSM Inspection  
for IPM

# Identified root cause for QA Department

## METHOD

### Lack of training

- During preshipment, stretch film without proper cutting  
Eg: Using hand to stretch the film instead of scissor



Stretch the wrapper without proper cut

## MACHINE

### BCT (Box Compression Test) Machine

- Not enough BCT machine to conduct all PM delivered
- Only selected PM being sent to F10 (which has BCT machine) for testing
- If BCT machine break down, all the PM cannot undergo BCT test



# Identified root cause for Purchasing Department

**MAN**

**Negligence**

- Using supplier who's supply low quality material
- Did not do supplier visit before purchasing the PM from supplier
- Ordering new dimension of carton without doing packing test to see if glove fitted to be packed

**MATERIAL**

**Supplier Material**

- Supplier supply soft and light carton
- Supplier supply carton with cheap material
- Supply carton that did not meet GSM standard



Cheap material

# CORRECTIVE / PREVENTIVE ACTION

## WAREHOUSE



- Give training to all forklift driver before asking them to drive the forklift
- Ensure all forklift drivers are fully trained
- Avoid using forklift when pushing the pallet during loading activity
- Proper arrangement of goods during loading : not too tight and not too loose
- Ensure no carton was hit during loading inside the container
- Improve on logistic system that can be shorten/reduced the movement of the finished goods
- Use ladder during loading the carton at upper level of container
- To arrange Finished good at shaded area
- To standardize the arrangement of goods inside the container according to carton dimension
- Ensure suitable forced applied during band strapping process
- To have proper planning on carton arrangement in the container before loading
- Ensure Finished goods at outsource premises are properly handled
- Proper arrangement of pallet and carton stacking not too high
- Issue MRF to maintain the road so that it is in good condition all the time
- To properly handle the goods during inter factory transferring



# CORRECTIVE / PREVENTIVE ACTION

## PACKING



- To give training letter to Packing boy who's throwing the carton during arranging carton on pallet
- Ensure optimum energy use to wrap the carton on pallet
- Train Packing boy to properly transferring the Finished goods to Warehouse storage area
- Ensure the pallet covered with rejected carton or hard cardboard before start stacking
- Covered 4 side of the pallet (last two layer) with rejected carton

## QA



- To have one more Box Compression Machine so that more PM can be tested for BCT test
- To arrange more manpower to support IPM inspection (GSM)
- To ask Purchasing to deliver IPM earlier to avoid urgent shipment
- To train preshipment to use scissor instead of hand during stretching the wrapper
- Issue Training letter each time there is carton damage cause by preshipment
- To double check the IPM inspection before release to Packing

# CORRECTIVE / PREVENTIVE ACTION

## PURCHASING



- Before ordering any new dimension of carton, to conduct packing test first to ensure the glove packed nicely inside the carton
- To arrange supplier visit every month to ensure supplier provide good quality material
- To highlight to supplier to supply good material carton

# CONCLUSION

- Based on the analysis, Damaged Carton is one of the Top 5 complaint received from Customer in 2009 till 13<sup>th</sup> May 2011.
- From the root cause it is shown that most of damaged carton is due to human error and the method use to handle the cartons.
- We must handle the cartons with care and to study any possibility or procedure that can help to reduce and preventing the carton from damage.

**THE END**  
**THANK YOU**