Regional Issues Report

Mini Group / Eleven Degrees Consulting

Project: Changamwe May 2025

Region: ['Mombasa']

Date: July 02, 2025

# Executive Summary

This report covers 6 issue(s) reported in the selected region.  
 - High severity: 0 issue(s)  
 - Medium severity: 6 issue(s)  
 - Low severity: 0 issue(s)  
  
Estimated total cost impact: $16,299.00

# Branch: Mombasa

**Start Date:** 2025-05-08

**Branch Manager:** ['Mr. Samir Ali ']

**Operations Manager:** ['Mr. Lucas Ogolla']

**Supervisor:** ['Mr. David ']

## Issue: Standard Bread Weight Check

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| **Issue Title** | Standard Bread Weight Check |
| **Severity** | Medium |
| **Description** | Findings.· Packed bread samples were weighed on 08/05/2025 to establish if product released to the market was of the desired quantity.· From the selected sample 200g WB - 3%, and 400 BB - 3% were found to be underweight.The table below summarizes the findings Variety(Gms) Sample C/Wt Ov/wt% Ov/wt U/wt U/ wt % Av/ Wt. 200 WB 75 62 15% 11 2 3% 205 400 BB 75 60 15% 11 2 3% 405 |
| **Implication** | Few cases of underweight imply bread weight standards are adhered to. |
| **Cost Impact** | $0.00 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | Strict adherence to set standard dough weights in order to attain standard weight bread. |
| **Additional Table** |  |

## Issue: Production Efficiency

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| **Issue Title** | Production Efficiency |
| **Severity** | Medium |
| **Description** | Findings.· Production efficiencies were analyzed from 01/04/25 – 07/05/25 to find out if the branch achieved the set efficiencies.· Actual production efficiency was 4.43 bags per worker which is slightly below the set limit.Below is a summary table of the findingsProduction efficiency Details Value KPI (Bags) 4.5 Total Production Workers Hired (A) 603 Expected Production in bags (B) 2,713.5 Actual Production in bags (C) 2,672 Production deficit in bags (C - B) -41 Actual Efficiency = (C/A) 4.43 % of production efficiency achieved 98% Expected Production Workers (C)/KPI 594 Extra production Workers (C-B)/KPI 9 Cost Implication (9\*1086.6) 9,779.40 |
| **Implication** | The Production efficiency was slightly below the KPI. This implies extra cost of KES 9,779.40 was incurred to hire extra production workers. |
| **Cost Impact** | $9,779.40 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | · Branch management to work towards achieving the set KPI. |
| **Additional Table** |  |

## Issue: Stock Verification

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| **Issue Title** | Stock Verification |
| **Severity** | Medium |
| **Description** | Findings.· Physical stock take of all the items at the branch was done on 12/05/2025. The aim was to assess the strength/weakness of internal control systems put in place. Significant variances in stock items would be interpreted as a threat to the safety of the company’s items and vice versa.· Notable discrepancies were observed in the following categories:· Aggregate bread difference was shortfall of -59 pcs (White Bread) and excess of 39 Pcs (Brown Bread).· Aggregated polybags difference was excess of 1,525 pcs.· Wheat Bran difference was shortfall of -14.10 Kgs.The table below illustrates the findings: Description UoM SAP Physical Variance White Flour Kgs 22,250 22,250 0.00 Brown Flour Kgs 2,000 2,000 0.00 White Ingredients Bags 122 122.5 0.00 Brown Bread Ingredients Bags 46 46 0.00 Brown Bread Premix - MIB Bags 11 11 0.00 Yeast Kgs 20.19 19.91 -0.28 Vegetable Oil (Utto) Kgs 18.23 22.75 4.52 Wheat Bran Kgs 45.70 31.60 -14.10 White Bread Pieces 5,777 5,719 -59 Brown Bread Pieces 3,953 3,991 39 Packing Materials Pieces 86,087 86,611 1,525 Miscellaneous Crates – Green Pieces 336 334 -2 Crates – Family Pack Pieces 600 602 2 |
| **Implication** | Minimal stock variances imply strong controls. |
| **Cost Impact** | $0.00 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | · Strong controls on Stocks should be adhered to in order to minimize the variances. |
| **Additional Table** |  |

## Issue: Mixing Chart Analysis

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| **Issue Title** | Mixing Chart Analysis |
| **Severity** | Medium |
| **Description** | Findings.· An analysis of mixing charts and summaries was done to determine if the raw materials usage were as per the set BOM and if the set production standards were achieved.· An analysis was also performed to verify if there were any significant variances between the mixing chart summary and the SAP system.There were no significant variances noted Mixing Chart Summary Branch Production Target per day in Bags (A) 75 Average Production in bags (B) 40.30 Production target achievement in % (B/A\*100%) 54% Utto Consumption % of production 100% Utto consumption to bags produced 1:1 Average Yield 193.46 |
| **Implication** | Minor variances is an indication of strong controls. |
| **Cost Impact** | $0.00 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | The branch should continue observing the set production standards. |
| **Additional Table** |  |

## Issue: Production Efficiency

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| **Issue Title** | Production Efficiency |
| **Severity** | Medium |
| **Description** | Findings.· Production efficiencies were analyzed from 17/04/25 – 11/05/25 to find out if the branch achieved the set efficiencies.· Actual production efficiency was 4.87 bags per worker which is slightly below the set limit.Below is a summary table of the findingsProduction efficiency Details Value KPI (Bags) 5.00 Total Production Workers Hired (A) 207 Expected Production in bags (B) 1,035 Actual Production in bags (C) 1,007.5 Production deficit in bags (C - B) -27.5 Actual Efficiency = (C/A) 4.87 % of production efficiency achieved 97% Expected Production Workers (C)/KPI 202 Extra production Workers (C-B)/KPI 6 Cost Implication (6\*1086.6) 6,519.6 |
| **Implication** | The Production efficiency was slightly below the KPI. This implies extra cost of KES 6,519.60 was incurred to hire extra production workers. |
| **Cost Impact** | $6,519.60 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | Management to improve on the planning of production to ensure set target is attained. |
| **Additional Table** |  |

## Issue: Motor vehicle fuel consumption

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| **Issue Title** | Motor vehicle fuel consumption |
| **Severity** | Medium |
| **Description** | Findings;· Analysis of fuel consumption by the delivery vehicles was done for the month of April 2025 to verify if their consumption rate is within the set standards.· All the three vehicles showed significant variation in fuel usage as follows;KCG 427W- Excess 77 LitresKCM 422R- Excess 41 LitresKBW 930K- Saved 97 litres |
| **Implication** | Significant variation between the actual fuel usage and standard fuel provided provide a loophole for fuel misuse. |
| **Cost Impact** | $0.00 |
| **Mgmt Comment 1** |  |
| **Mgmt Comment 2** |  |
| **Recommendation** | Findings;· Analysis of fuel consumption by the delivery vehicles was done for the month of April 2025 to verify if their consumption rate is within the set standards.· All the three vehicles showed significant variation in fuel usage as follows;KCG 427W- Excess 77 LitresKCM 422R- Excess 41 LitresKBW 930K- Saved 97 litres |
| **Additional Table** |  |