

Krishi



About Krishi Star

Krishi Star is an Mumbai-based agri-business startup that works with tomato farmers in Maharashtra and Gujarat and sells their processed tomato products in Mumbai under the Brand "Krishi Star". By applying its impact model on the areas of small-scale food processing and fresh produce, it aims to give Indian farmers a larger ownership of the food value chain and access to higher margin markets.

The Challenges:

Flexibility in manufacturing Operations:

With a lack of direct control of sub-contract teams, they faced the issue of inconsistent product quality across the manufacturing locations. Also banking on one single facility for manufacturing of product hindered their flexibility in the function.

Product & Packaging Quality:

Krishi Star was dealing with a perishable food product so it had a challenge of getting the packaging right the first time. Issues like inconsistency in product quality, defective cans, storage and handling could lead to higher rejections and impacted their sales.

Quality System Across Value chain:

High dependence of contract meant lack of standard processes manufacturing a standard process for overall operations.

Enhancing the Team capability:

The team had to be trained on knowledge of the product and industry standard processes so as to enhance the overall functioning and output.



Scale-Up Intervention

There was an urgent need to understand the current processes of the company. So, the MIF mentors, Shailesh Ghodekar Head - Corporate Quality Assurance and Poonam More - Corporate Quality Assurance at Marico Ltd. visited the factory to understand the end to end process to identify critical business challenges.

Actions undertaken

End To End Product Standardization

A comprehensive Quality Manual was designed by the Marico Mentor Team and it captured all the processes and helped the Krishi Star team explore sub contract manufacturing units that would fit into the specified standards of this Manual.

Decoding of Product Quality

The product range was comprehensively analysed for all the quality parameters. Competitor samples were also studied to benchmark the product and packaging quality. Based on these findings, standard specifications were designed for each of the product range that would comply with the FSSAI.

Enhancing Product Shelf Life

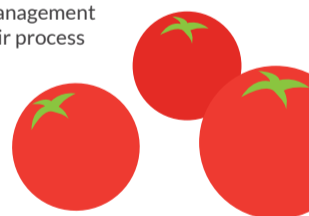
Increasing the shelf life of sundried tomatoes beyond 4 months was a challenge. It based on the benchmarking of competitor products, there was a change in packaging material that lead to better colour retention of the tomatoes.

Warehouse Storage and handling

The MIF Mentor visited the company warehouse to understand the overall existing practices and the Krishi Star visited Marico's warehouse to capture the best practices in the food industry. They worked together to implement what would best work for the start-up which lead to reduction in rejections of product during storage and handling.

Capability building of Krishi star team

Sessions on Analytical testing, Food Safety requirements, Labelling and Packaging regulations, FSSAI requirements and quality management systems have enabled the Krishi Star team to improve their process knowledge and enhance regulatory compliances.



Key areas of focus:

- 1 Raw Material Vendor Quality
- 2 Plant Quality
- 3 Distribution Chain Quality
- 4 Problem Solving of Quality Issues
- 5 Training of staff/workmen on Quality systems/ controls/tests
- 6 Understanding and Compliance to FSSAI/ Food Safety system

Impact Generated

Krishi Star saw improvements on several fronts after the MIF Intervention:

- Tomato puree rejection reduced from **8.8% FY17 to 0% FY18**
- Sundried Tomato rejection reduced from **8.23% FY17 to 0.41% FY18**
- **Standard protocols helped** in selection and setup of new manufacturing facility and manage process changes efficiently

- Krishi Star had a better know-how of all the processes and **their functioning became much more robust**
- Due to top regulatory compliance, **no regulatory issues were found post Marico's intervention**