



# mpl: Food & Drink

**Case study: Confectionary**

**Interim**  
**Continuous improvement**  
**Rapid results**  
**Restructuring**

**wearempl:com**



Case study

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## Food & Drink

### The Challenge

## Increased Volumes & Efficiencies

**A major confectionery factory needed to improve volumes and efficiency quickly by at least 5%+ to meet retail supply chain requirements. A demand-led increase in volume for a number of this major brand's key confectionery products required an immediate uplift in the current efficiency and capacity of specific packaging lines.**



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### Approach

A very short analysis was carried out to determine current baselines in OEE/capacity on the lines and an agreement was established on the target improvements required to achieve weekly volumes.

A shopfloor SIC coaching programme was then introduced using MPL's skills transfer methods implemented by MPL's coaches. This rapid improvement programme focused on driving down the hourly/ shift/day time losses and wastes. This type of coaching had a dramatic effect on OEE and capacity and is now being transferred to other lines across the site.

### Immediate wins

- Improvements of at least 10% OEE on each plant
- Annualised ROI of at least 4:1 with payback during the life of the project

- Achievement of predictable, reliable and consistent operations that will ensure delivery of contracted volumes
- Reduction of material waste
- Provision of the basis for labour productivity gains
- Delivery of a first level sustainable foundation for strategic change

### Skills & Methods Implemented

- Performance management principles and routines
- KPIs linked to and owned by operators
- Core tasks and audit checks assigned to roles
- Operator data capture methodology
- Short interval control reviews
- Top loss structured action

resolution

- Daily team and leader briefings
- Mid-shift reviews and structured shift handovers
- Visual management
- Managing by walking around
- Sustainability auditing



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### Testimonials

"This type of rapid improvement programme delivers almost instant success at the shopfloor efficiency and capacity level when needed and gives an excellent foundation for the next level of fully sustainable improvement skills to be delivered over an agreed period."

### Implementation

11 Weeks.

### Immediate wins

Improvements of at least 10%

Annualised ROI of at least 4:1

Payback during the life of the project



We appreciate that each business has its own unique set of business pressures, strategic directives, current problems and concerns. Each has its own business agenda and timescales. MPL's methodology has been developed in partnership with a wide range of businesses across a broad range of different sectors and we have worked at all levels of an organisation to deliver a unique and comprehensive response to their requirements.

This has enabled us to develop an intensive understanding of different industries, to provide our clients with an informed view on the issues and challenges they face and the ability to provide a specific and tailored service response that ensures results.

#### Bakery and Morning Goods

British Bakeries  
Delifrance  
Jordans  
Warburtons  
McVitie's  
Crantock Bakery

#### Dairy

Arla Foods  
Dairy Crest  
Express Dairies  
Robert Wiseman  
Dairy Farmers of Britain  
Norseland  
Yeo Valley

#### Fresh Produce

Produce World Group:  
Solanum  
Isleham Fresh Produce  
RB Organic  
Rustler Produce  
Wilson's Country

#### Soft Drinks

Coca-Cola  
SunJuice  
Greencore Water  
Buxton Spring

#### Alcoholic Drinks

Bulmers  
Carlsberg-Tetley  
Charles Wells  
Diageo  
Fuller's  
G & J Greenall  
Irish Bonding  
Irish Distillers  
St Austell Brewery  
Muntons  
Greencore Malting

#### Grocery

British Sugar  
Burton's Foods  
Cadbury  
Charlie Bigham's  
Edme

Greencore Group

John Rannoch Foods  
Kellogg's  
Kitchen Range Foods  
Premier Foods  
The Serious Food Company  
Wilkin and Sons  
Cargill

#### Meat Processing

Dovecote Park  
Kitchen Range Foods  
Moy Park  
Olhausens  
Pork Farms Bowyers  
Vion Food Group

#### Chemicals and Coatings

Akzo-Nobel  
Crown Paints  
International Paints  
Omya

#### Automotive

BMW  
Roll-Royce  
Calsonic Kansei

#### Electricity Generator

International Power

#### Industrial

Acordis Acetate Products  
Cameron Leeds Manufacturing

#### Healthcare

Kimberly-Clark  
S C Johnson  
PZ Cussons  
Reckitt Benckiser  
Hoya  
NHS  
Countess of Chester Hospital  
Homerton University Hospital

#### Police

Wiltshire Constabulary  
West Midlands Police

#### Pharmaceuticals/ Biotech

Glaxo Smithkline  
AstraZenica  
Napp Pharmaceuticals  
Elan  
Delta Biotechnology (Novozymes)  
Cardinal Health  
MedImmune  
William Ranson & Son  
Patheon  
Catalent Pharma Solutions  
Elga Labwater  
Biochrom  
Penn Pharma  
Serologicals (Millipore)