



mpl: Food & Drink

Case study: Confectionary

Interim
Continuous improvement
Rapid results
Restructuring

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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)