



# mpl: Food & Drink

**Case study: Confectionery**

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

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Case study

Interim

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## Food & Drink

### The Challenge

## Improved Labour Management

MPL's labour resource management programme at a global confectionery manufacturer supported the management of optimum labour utilisation and control at a key UK production facility. The programme covered four business units (c.1,000 personnel).



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## Background

In this document we outline the benefits realised through the implementation of MPL's LeanDriver Labour Planner at a major global confectionery company.

In support of a strategic initiative of better labour management at shift manager level and below, the site senior management team reviewed a number of solutions for next level labour control from off the shelf software to internally supported systems. Due to the complexity of this site's shift patterns and line manning structures, coupled with complex HR procedures including company holiday booking regulations and existing site agreements, the team selected MPL to:

- Customise their existing software tool (LeanDriver Labour Planner) in line with the site's specific requirements e.g. shift patterns, holiday systems etc.
- Deliver a focused programme of cost savings based on optimizing labour planning systems and reducing cost of site labour and overtime required and volume of Agency labour.

- Deliver a training and coaching programme to train site personnel in use of the new system and ensure they have the appropriate skills and expertise to be accountable for sustainable results going forward.

## Approach

The MPL team undertook an analysis of the current working practices on site which found labour spends to be adverse to contract and plan. There was little awareness of the financial value of the variance and no focus on rectifying it.

Based upon findings, MPL designed and installed an automated labour planning management system across the production facility. This system collects information on all labour resource across all units and working shift patterns. A master database based upon commercial, planning and operational standards on site was created and integrated with other systems relating to labour planning such as HR records. Available resource is compared to plan to identify variances,

analyse reasons for variance and prompt corrective actions.

MPL's LeanDriver Labour Planner was configured to:

- Match available labour to line requirements and expose surplus labour and skills gaps
- Optimise overall labour utilisation and reduce dependence on Agency labour
- Increase Shift Manager accountability for crewing efficiency
- Facilitate the sharing and better management of information between departments; the Labour Planner exposed discrepancies between internal systems and now integrates HR, planning and manufacturing information

It is designed for ease of use, minimal input and focuses on visual reporting rather than complex output.



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### Results

The programme delivered rapid and significant financial improvements, well in excess of the project remit. Overall, millions of pounds of savings have been achieved on one site through MPL's system installation and coaching programme.

Key savings were achieved through reduction in volume of Agency Labour and staff overtime required and significant improvements in labour allocation; effective matching of skilled resource to production requirements and re-allocation of surplus resources to other business units enabling big improvements in production efficiency.

Further significant additional savings were identified from the integration of all information systems relating to labour resourcing into one easy to use automated system, enabling value to be extracted from better management of absenteeism, holiday requests, booking of emergency and union days .

#### Financial Savings Delivered

Savings in agency labour  
annualised - £1.05M

Savings in absence and holiday  
control - £1.2M

### Implementation

12 Weeks.

Immediate wins

Payback

1 Week

Annualised ROI 30:1



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)