



# mpl: Food & Drink

**Case study: Grocery**

**Interim**  
**Continous improvement**  
**Rapid results**  
**Restructuring**

**wearempl:com**



Case study

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## Food & Drink

### The Challenge

## Waste & Giveaway Reductions

A major rice manufacturer engaged MPL in June 2013 to deliver key benefits in the following three areas of improvement:

#### Technology

- Installation of MPL's LeanDriver™ PMS

#### People

- Introduction of short interval control (SIC) management
- Introduction of first level operations management toolset
- Standardised task and routine organisation
- Accelerated timescales and time lines

#### Cost

- The programme was targeted to be cost neutral each month



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### Approach

MPL implemented a 2-3 month programme which drove improvements in both the management processes and continuous improvement capability.

### Immediate wins

- Pack waste reduction by 26%
- Giveaway was reduced from 8g to 3.68g per pack on line 2 (54% reduction)
- There was significant improvement in operational line performance on both production lines
- OEE increased from 35% base to 60.6% current, meaning a 25 point increase in OEE (42% increase)

### Continuous Improvement

- Use of LeanDriver™ PMS family systems and coaching experience in KPIs through the use of a lean toolkit to maximise the interpretation and action of the data for improvement
- SIC targets were established and coached in using LeanDriver™ to drive performance and productivity
- A review of the scheduling methodology generated significant efficiencies in production.

### Skills & Methods Implemented

- Measures to the production arena, to drive production performance and increase visibility of waste and giveaway.
- Root cause problem solving, with corrective and preventative actions
- Waste analysis; types, causes and potential solutions
- Workforce training on LEAN principles and techniques
- Management coaching and mentoring
- Introduction of Overall Equipment Effectiveness (OEE)



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### Testimonials

"Today is the first time that I have been in control of the process and the process hasn't been in control of me."

### Implementation

2-3 Months

### Immediate wins

OEE increased from 35% base to 60.6%

Waste reduction down by 20%

Giveaway reduced by 54%



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)