



mpl: Food & Drink

Case study: Bakery and Morning Goods

Interim
Continuous improvement
Rapid results
Restructuring

wearempl:com



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The Challenge

Rapid Results: Sustainability Processes

MPL's short Rapid Results programme at a recently opened production facility supported the transition from the commissioning phase of a capital project and focused on the rapid, effective delivery of the objectives of the expenditure program.

The project delivered quick improvements in both efficiency and yield whilst at the same time developing/installing systems and coaching techniques that the local management would be able to employ to ensure sustainability.



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Approach

The MPL coaches each took up distinct roles; one driving the operational day to day rituals based on the management of three teams of people to deliver maximum performance; the second CI role was in place to develop methodologies, techniques and systems in support of the primary process.

People Based Benefits

The operational teams now have the tools and techniques to enable them to drive yield and performance on an hour by hour basis. The easy to use management performance systems have generated a high degree of focus and ownership of performance in the teams. This will set the CI path for the plant; Predictable, Reliable and Consistent.

Skills and Methods Implemented

- Supported close quarter this hour/next hour line management tools and techniques to drive improved productivity.
- Installed lean shutdown, start-up and cleaning procedures (based on SMED and CIL).
- Re-balanced line/labour using resource maps with individual station roles and responsibilities for each team member.
- Removed duplication of quality checks and installed lean quality management processes including photographic standards and SPC.
- Installed an electronic shift manager handover log incorporating performance KPIs designed to drive the morning meeting.
- Installed a product visual planning system to plan availability of capacity and flour stocks.
- Allowing managers to review manpower status, holidays, absence and training to avoid skill gaps.



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Testimonials

"I am happy to say that the programme established a good return on investment. We are very happy with the success of MPL's programme and would recommend their services to companies who have a similar improvement need and who are also looking for the foundations to deliver a sustainable future improvement process."

Supply Chain Director,
Major Breads and Cereals
Manufacturer

Implementation

7 Weeks.

With payback during the life of the project

Immediate wins

Yield Improvement 8%

Productivity Improvement 17%



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)