



mpl: Food & Drink

Case study: Beverage

Interim
Continuous improvement
Rapid results
Restructuring

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The Challenge

Improved Operational Productivity

A major beverage manufacturer, with increasing demand for their products, implemented a three year major growth programme, centred on both capital growth and performance improvement. To aid this growth, a structured Continuous Improvement programme was undertaken focusing on improvement in operational productivity and culture change in the organisation.



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Approach

MPL facilitated a Continuous Improvement programme to assist in the development of the clients change programme. An experienced team of consultants from MPL worked alongside the management team in order to:

- Develop a Best Practice toolkit to support improvements in operational productivity
- Develop and implement a Performance Management System
- Redesign and restructure the primary process scheduling and inventory control processes
- Assist with the implementation of the change, through coaching and mentoring of shift managers

Production and Primary Processing Manufacturing

Management toolkits were successfully developed for use by the management production teams through coaching and support-ed with a programme including delivery of the key operational management tools below:

- Performance recording and reporting methodologies
- SIC visual management
- Top Loss variance management
- Daily and weekly operational control and communication rituals

This opened a way forward to make improvements in operational productivity and culture change within the organisation.

MPL's LeanDriver™ System

LeanDriver™ is a common plant-wide reporting system, allowing data capture, which allows all users to view current and historical plant performance.

This tool enabled the manufacturing teams to have instant visibility on performance and variance and develop action centred rituals in a timely and effective manner.

The reporting outputs also allowed for structured problem solving to be undertaken to determine the root cause of long term issues and trends, ensuring sustainable continuous improvement.

Primary Processing Area Development of Inventory Control Systems

A scheduling system was developed to optimise apple deliveries and crushing. This included information on fermentations and tank utilisation to improve the visualisation of when deliveries were being made and what exactly was being delivered.

The largest tank farm in the cider sector was monitored, including inventory and transfers, in preparation for SAP implementation.

A production schedule was developed, incorporating a "filter today for filling tomorrow" methodology.

This provided a structured routine that improved the efficiency of the filling process. It also provided a planning baseline of efficiency that could be used to schedule material purchasing and delivery to the lines.



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Testimonials

“MPL have demonstrated their ability to adapt their philosophy of continuous improvement and performance management to our needs in an interim role and have established a sustainable platform for further improvement. I am happy with both the improvement in the team’s capabilities and the business results and would gladly recommend their services to companies who are facing similar challenges.”

Group Managing Director

Filling line improvement
of 10%+

Capacity improvement
of 20—30%



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)