



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 supported 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	Soft Drinks	Greencore Group	Automotive	Police
British Bakeries	Coca-Cola	John Rannoch Foods	BMW	Wiltshire Constabulary
Delifrance	SunJuice	Kellogg's	Roll-Royce	West Midlands Police
Jordans	Greencore Water	Kitchen Range Foods	Calsonic Kansei	Pharmaceuticals/ Biotech
Warburtons	Buxton Spring	Premier Foods	Electricity Generator	Glaxo Smithkline
McVitie's		The Serious Food Company	International Power	AstraZenica
Crantock Bakery	Bulmers	Wilkin and Sons	Industrial	Napp Pharmaceuticals
Dairy	Alcoholic Drinks	Cargill	Acordis Acetate Products	Elan
Arla Foods	Carlsberg-Tetley	Meat Processing	Cameron Leeds Manufacturing	Delta Biotechnology (Novozymes)
Dairy Crest	Charles Wells	Dovecote Park	Healthcare	Cardinal Health
Express Dairies	Diageo	Kitchen Range Foods	Kimberly-Clark	MedImmune
Robert Wiseman	Fuller's	Moy Park	S C Johnson	William Ranson & Son
Dairy Farmers of Britain	G & J Greenall	Olhausens	PZ Cussons	Patheon
Norseland	Irish Bonding	Pork Farms Bowyers	Reckitt Benckiser	Catalent Pharma Solutions
Yeo Valley	Irish Distillers	Vion Food Group	Hoya	Elga Labwater
Fresh Produce	Grocery	Chemicals and Coatings	NHS	Biochrom
Produce World Group:	Greencore Malting	Akzo-Nobel	Countess of Chester Hospital	Penn Pharma
Solanum	British Sugar	Crown Paints	Homerton University Hospital	Serologicals (Millipore)
Isleham Fresh Produce	Burton's Foods	International Paints		
RB Organic	Cadbury	Omya		
Rustler Produce	Charlie Bigham's			
Wilson's Country	Edme			