



# mpl: Food & Drink

Case study: Dairy

Interim  
Continuous improvement  
Rapid results  
Restructuring

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## Food & Drink

### The Challenge

## Cold Store Improvement

The main objective of this project with a major Dairy Food company was to identify and quantify areas of improvement to facilitate a 5 day working operation rather than the current 6 day operation within the Cold Store dispatch area to align with customer requirements and reduce non-added value shift working.

The areas of improvement included:

- Material flow
- Loading bay availability and FLT efficiency
- Trailer availability
- Pick pace/labour efficiency
- Balance efficiency with production and load scheduling requirements

The challenge was to implement a standardised working practices into the cold store environment; using a Short Interval Control and Standard Operating Procedure toolkit to achieve consistency in the process, ensuring maximum accelerated improvement and removing non-added value cost.



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## Approach

MPL carried out a 5 day initial analysis to determine the company's top losses and areas of improvement within the Cold Store environment.

MPL observed the Cold Store process in order to identify where the main areas of waste occurred and to ascertain where time could be saved in the future in order to eliminate a working day, and reduce the number from 6 to 5 working days per week.

Some of the findings and wastes identified included:

- No SLA between depots and between departments
- Multiple handling of data and product
- No SIC with performance measures
- No waste and re-work recording
- Lack of trailer availability
- Excessive transport (fork lift) time and slow speed
- Excessive distance travel of fork lift from pick up to loading

From these findings MPL firstly introduced SIC and Daily Performance Boards in alignment with production to document hourly performance against agreed KPI's, and to provide ownership and drive to achieving targets and delivering action for improvement.

Cold store processes to production were aligned to facilitate flow and minimise downtime through balanced supply from production, to reduce double handling and easier location of pallet.

MPL also supported the measurement and co-ordination of Cold Store Planned Preventative Maintenance (PPM) of forklifts and trailer availability with third party Engineers and Transport Department. (A predictive approach rather than reactive).

## Immediate

- SIC and Daily Performance Boards implemented and are in full use, increasing efficiency through measurement, method and management
- SOP identified, decreasing downtime, improving standards and reducing incidents.
- More balanced supply of trailers resulting in 6 loads per hour strike rate
- Training of more forklift drivers and more careful staff planning saving one fork truck hire
- Payback within the life of the project
- Cumulative OEE improvements 30%
- Cumulative savings 250K annualised



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### Long Term Benefits

5 day operation to meet customer needs and business efficiency requirements.

Payback within

3 Months

Immediate wins

Improved efficiency by 30%

Annualised saving of £250k



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)