



# mpl: Food & Drink

**Case study: Grocery**

**Interim**  
**Continuous 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)