



mpl: Healthcare

Case study: Consumer Goods

Interim
Continuous improvement
Rapid results
Restructuring

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Case study

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The Challenge

Training & Coaching for Sustainable Operations Improvement

Following on from the successful implementation of MPL's performance management system LeanDriver™, at the client's manufacturing sites in Nigeria and to continue the drive towards improved performance and OEE, MPL were asked to move on to design and deliver a Coaching and Development programme for key First Line Managers across these two main manufacturing sites.

The programme was designed within the remit of a long term view of continuous improvement and sustainable performance for the future.



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Approach

An individual skills analysis was undertaken at each site to establish current key behaviours, skills and knowledge. The data collated was then used to create: a scorecard and gap analysis for individually tailored, focused coaching and a master Coaching and Development Matrix for use by the Coach and the Senior Management team to manage and monitor group and individual development.

Skills & Methods Implemented

- Created best practice First Line Manager job descriptions.
- Established KPI and OEE benchmarking.
- Delivered workshop based coaching on core management skills including:
 - * Performance and Time Management.
 - * Effective Communication, Team Working and Leadership.
 - * Structured Problem Solving.
 - * Feedback, Influencing and Delegation.
 - * Lean Manufacturing Principles.
 - * Conflict Management and Assertive Behaviours.
- Created modular assignments, specific to role to allow practical demonstration of individual development
- 1-2-1 individual shop floor coaching, in support of new methods and techniques.
- Developed tools to assist the First Line Managers focus on value added activities to help improve OEE and drive performance.
- Established continuous improvement behaviours using targeted projects with the First Line Managers and audited monthly by the senior management team.
- Created personal development plans and trackers that are confirmed by the local senior teams through sustained auditing of the First Line Managers weekly review meetings.



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Testimonials

"The results from the programme have been excellent, not only improving the efficiency of site management teams and processes, but also generating a 4:1+ return on reduced run-time costs. The Nigeria team are happy with the success of the MPL programme and would recommend their support to other companies who are committed to business improvement through competent coaching and factory-wide cross functional team development."

Managing Director,
Supply Chain

Implementation

7 Weeks.

With payback during the life of the project

Immediate wins

Yield Improvement 8%

Productivity Improvement 17%



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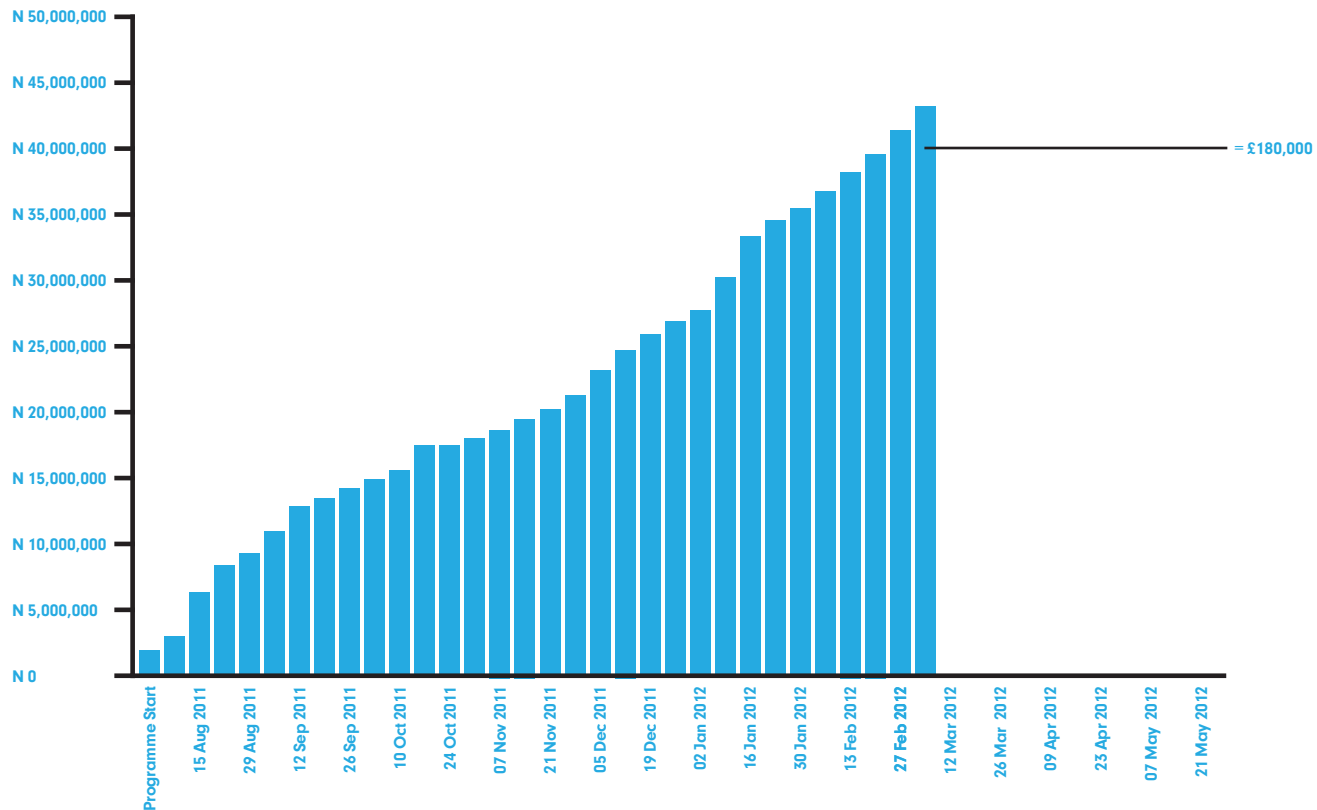
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Site 1 Programme Benefit (Naira)





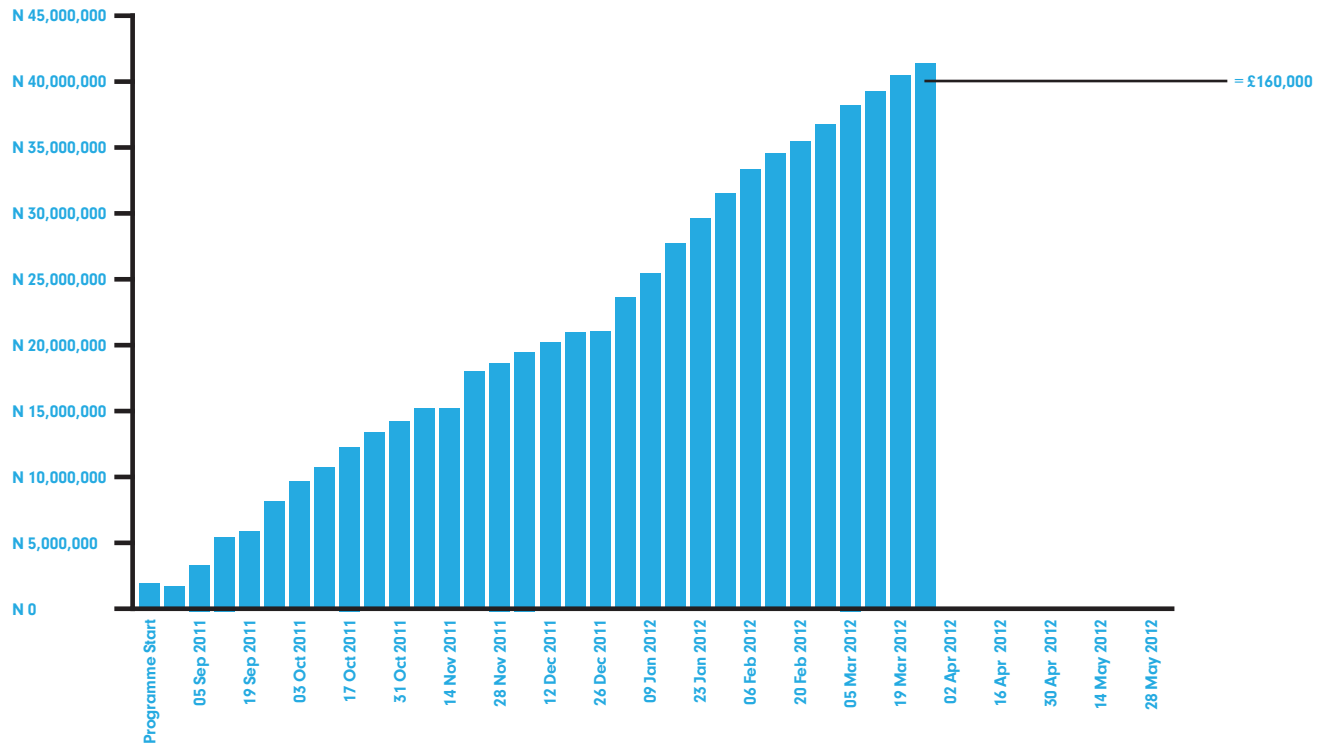
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Site 2 Programme Benefit (Naira)

Total annualised savings in run costs over two sites = £580,000





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)