



mpl: Food & Drink

Case study: Fresh Produce

Interim
Continuous improvement
Rapid results
Restructuring

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The Challenge

Improving Labour Productivity

Following a contract renegotiation, a leading produce company supplying the major retailers was experiencing reduced margins and volumes, and was at risk of falling well short of delivering profit expectations. The company has strong customer and people oriented values and wanted any improvements to be in line with these. They were looking for an improvement partner who could work with them to deliver a step change in performance.



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Approach

A short business analysis was undertaken on site to review the current situation and what had to be done to introduce the performance improvement required plus the delivery of a sustainable improvement culture. This exercise also demonstrated to the local management that we would work as part of their team and deliver improvements in a way that would be challenging but collaborative in nature.

The MPL coach was based on site and worked as part of the operations team. The style of the coach; can-do, engaging, can-do, quickly won the trust of the team and they worked together to deliver very significant improvements in both performance and behaviours. As the project was so successful, the company decided to roll it out across the group.

Skills and Methods Implemented

- Lean based shop floor controls (incorporating MPL's Performance Management System, LeanDriver™).
- Facilitation of the development of an Operations management toolkit that facilitated the management and improvement of performance by the shop floor teams.
- Coaching the Team Leaders and Department Managers in a whole range of continuous improvement techniques and then working with them to put them into practice.
- Achievement of KPI targets and cost reduction targets.
- Establishment of sustainable continuous improvement culture that is confirmed on a weekly basis through sustainability auditing of both the operational and continuous improvement processes.



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Testimonials

"The processes and behaviours that MPL introduced are being sustained. Key for me is the knowledge transfer to first line team leaders, the structure/ rigour of the day and the change in thinking to have performance at the front of mind for everyone in the business."

Business Unit Director

Implementation

20 Weeks

Payback 12 weeks

Immediate wins

Productivity increased by 25%

Annualised saving £600K



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)