



mpl: SME Food & Drink

Case study: Fresh Produce
Government Funded Programme



Interim
Continuous improvement
Rapid results
Restructuring

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The Challenge

Improved Management Capabilities

As one of the UK's leading providers of premium quality leafy salads, prepared vegetables and fresh fruit, Southern Salads operates in a very active, if volatile, market and margin management is influenced substantially by the focus and vigilance of the Area Management team.

Southern Salads engaged MPL to support the improvement of its Area Management team to develop a consistent and standardised system of hourly management. This in turn reduced losses and enabled the company to understand the cost of service output. Its primary requirement was for a 24/7 management capability to respond accurately and swiftly to changing schedule demands, minimising a variety of recurrent produce waste and process wastes.

The programme was recognised and grant-aided by the government's Manufacturing Advisory Service (MAS).



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Background

Established in 1986, Southern Salads specialises in the preparation of salad and lettuce packed products around the year and also grows and packs vegetables and fruits. It supplies supermarkets, restaurants, manufacturers and other retail outlets. Southern Salads has recently integrated its business with vegetable and fruit prepping company ventures in the UK and Europe.

The Project

From July to October 2013 MPL worked with Southern Salads to introduce its LeanDriver™ system. This is a performance management programme that is widely used in UK and overseas manufacturing to engage the first line manager in the continuous improvement of shift performance. It involves a support package of performance measurement software, Short Interval Control management methods, identity of specific operations management skills and the development of team-based sustainability auditing. As a result, order cycle time and cost improvements follow.

At Southern Salads scheduling and planning including product standards were reviewed and improved. Over-production, inventory and raw material quality issues were quickly identified and reviewed. New value-added working day arrangements introduced which widened the production window and incorporated planned maintenance and hygiene support. The daily and weekly bags plus labour hours were stabilised and tracked.

The Results

Managerial restructuring was introduced to remove separate level of shift management and a strengthened Area Management team. The team is now proficient in sustaining results to plan and the financial results of this management change programme are substantial.

- The programme has already recovered its costs every month and has moved to an annualised surplus of £539,000
- The Area Management Team reduced over production from approximately 11% to 3%, which automatically reduced finished goods out of life waste by £800 per week or £41,600 per year
- Floor waste was reduced by 52 tonnes per year, saving approximately £50k per year
- Service levels increased by 4%



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Testimonials

"In addition to the significant cost savings delivered through this MAS-funded project, it is great to see our area managers develop and flourish into a focused team of operations leaders. All of our area management team have come through the ranks with varied backgrounds and different skill sets, the programme helped us to channel those skills to a common goal of improvement in all areas of their responsibility."

Daniel Birmingham, Operations
Director at Southern Salads

Implementation

Cost neutral every month with a annualised benefit of £540k

Immediate wins

Reduced over production from approximately 11% to 3%

Initial waste reduced by 52 tonnes per year, saving approximately £50k per year



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)