

Developing an agile operational business model to support profitable growth in a highly seasonal manufacturer.



Challenge

Askeys is part of the Silver Spoon group and their business accounts for a market leading 70% of the ice cream cone, wafers and ice cream sauces market in the UK.

Although the client had a dominant market share and healthy sales growth, the distinctly seasonal nature of their business was causing them to struggle to control their manufacturing costs and deliver the profitability expected by their shareholders.

Coriolis were tasked with working in partnership with the management team to develop the site operational capability and agility required for the business to flourish in a seasonally fluctuating market.

“

I would wholeheartedly recommend the Coriolis approach to any food manufacturer that is serious about improving the profitability and management capability of their business.

”

Pete Trundley
Supply Director



The Coriolis team truly listened, the analysis results were incredibly detailed and the list of potential opportunities was surprising. The measures and processes were installed in a collaborative way which means that we have not just sustained performance but embedded a culture of continued improvement.



Abdullah Kahn
Site Manager

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Transformation

A thorough current state analysis of the client operations was carried out, which did reveal maturity in many areas of operational excellence.

However, significant elements of the operating system were not aligned for effective operations in a business with substantially variable demand. Planning and scheduling systems required major overhaul, as did the ability of the business to provide sprint capacity where required.

An internal steering team was established, with selected key stakeholders from the business and a small team of industry experts from Coriolis. The project was carefully planned out and key milestones were agreed within a time governed schedule, to keep the project firmly on track. Training workshops were carried out with key management to develop their skills and intensive coaching undertaken during the period of new system design and implementation. In addition, new management team members were mentored during their critical early stages with the business.

Better understanding of planning rules base created the opportunity for a full product profitability review. This enabled the commercial team to rationalise the SKU tail, thereby improving the overall contribution of the product portfolio.

Impact

- **Agile business model able to respond profitably to seasonal fluctuations in demand**
- **Reduced operational cost base combined with improved technical standards and quality**
- **Optimised product portfolio volumes to maximise profitability**
- **Management team trained as coaches for sustainable staff development**

The operational improvements and financial savings were delivered along with improvements in technical standards and product quality.

Managers were trained to see themselves as coaches, not just supervisors, leaving the team with the processes and skills necessary to maintain performance and a culture of continued improvement throughout the whole shop floor.