

Double digit productivity and efficiency improvements for manufacturing processes following site consolidation.



Challenge

The client had experienced sustained significant growth through acquisitions over a four year period and had consolidated all manufacturing onto a single site in Leeds.

During this time the workforce had doubled and some cohesion had been lost through relocation, disparate systems and different working methods. An increasingly complex range of products was stretching people and their outdated systems to the limit.

In the words of the joint Managing Director, Andy Micklethwaite:

"We needed outside help. We were not attracted to an expensive, big-name firm staffed mainly by bright young things with no real experience. Our requirement was for an experienced consultancy that was big enough to deliver, yet small enough to care and also prepared to stay with us for the long haul. We learned about Coriolis through a strong third party recommendation. We were told that they were seasoned in food manufacturing and had a gritty, practical approach."

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The Coriolis project results have far exceeded our expectations! We now have a much stronger culture where our manufacturing processes and our people operate in harmony and efficiently. And, we believed that we had many more improvements yet to come.

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Andy Micklethwaite
Joint Managing Director



Our management have gained enormously from the successful implementation of Keimis. Performance figures can be reviewed in great detail, without any delay or obfuscation. Planning has been revolutionised! We can now plan capital, capacity, labour & materials more effectively for the longer term. By working smarter, we have unearthed a latent capacity and turned it into a huge increase in output. This has avoided major capital expenditure on more plant that we were contemplating prior to working with Coriolis.



Andy Micklethwaite
Joint Managing Director

Coriolis can help to improve your manufacturing and planning systems

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Transformation

It was very important to the business owners that the improvement programme should complement the existing culture and build on current management capabilities.

Coriolis ensured that new management tools and concepts were briefed, trained and coached to the management team at a pace that could be readily accommodated and with minimal use of management jargon.

The first step was to document a holistic view of the various existing systems and to develop a structured improvement plan. A complete new set of manufacturing standards and routines were developed and a new suite of manufacturing KPIs installed.

The various management levels were coached and trained in the understanding of KPIs and practical problem solving skills. A new review meeting structure was installed to ensure focus on prioritised actions and embed continuous improvement. Particular attention was focussed on a highly capitalised process which needed a ramp up in OEE to release capacity.

Root cause analysis was employed to understand and avoid failure modes, and a redefinition of engineering set up and maintenance procedures was implemented along with retraining of relevant staff.

Impact

- **100% payback during project life**
- **Double digit % improvement in efficiency**
- **Double digit % improvement in productivity**
- **Harnessing of latent capacity avoided substantial investment on additional capital equipment**

Not only did the project achieve double digit growth in both efficiency and productivity, it actually fully paid for itself before our team had finished, leaving the client to reap the benefits right from the beginning!

The Coriolis effect delivered more than a quick improvement in numbers at the Symington's Ltd; it created a "hands-on, can-do" culture within their workforce whilst implementing a revolutionary new, integrated management system that will help them to realise their growth ambitions and to stay ahead of their competitors in a challenging market sector.