

Significant Life work
balance improvements
and 25% reduction in
labour costs.



**Kate's
Cakes**

Challenge

Financial performance often resulted in a disparity with the operational view of performance, regularly thousands of pounds adrift. The task of performing a performance gap analysis would take days not hours and necessary product development added to this pain.

The high cost of manufacture was ascribed to the “artisan” nature of production, and there was a growing pressure within CSM to make Ashington more financially accountable. The crux of the challenge was to instil within the team a need to challenge its methods of manufacture and develop means to measure operational performance resulting in the removal of weekend working.

“

We are delighted by the improvements seen during the period of support from Coriolis' business consultants

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John Doyle
Head of European PPI



We would have struggled to deliver our operational improvement targets without the support of Coriolis.



Adrian Roberts
**Manufacturing Manager,
CSM Ashington**



We now have the operational reporting system we need, and our staff have the knowledge and skills to drive continued operational improvements



Steve Westrall
GM CSM Ashington

Coriolis can help to improve your manufacturing and planning systems

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Transformation

The change journey focussed initially on operational skills and capability; operational metrics, balanced scorecard, standardised work and quick changeovers. As always it is the practical application of our learning that is critical and the team in Ashington were keen to put their new skills to the test.

Appropriate metrics were introduced that allowed the site senior team to accurately predict financial performance and complete the financial GAP analysis instantaneously. This was installed a part of a balanced scorecard approach ensuring that focus remained on the over-riding operational strategy. This was essential as significant detailed operational activity needed to be conducted and it can be all too easy to be drawn in too deep.

Installation of a robust shop floor data capture system brought a new capability to accurately measure operational performance and predict financials. The MiMo performance management tool, complimented the financial reporting system allowing the team to target necessary "areas" in order to realise the removal of weekend working.

Videos were made of a number of packing line changeovers to identify and understand the activities that were preventing a smooth transition between products. The SMED analysis of this footage led to a number of improvement plans introduced through shop floor and further activity based training. Execution of these improvement plans resulted in a 65% reduction in change-over times, representing a significant efficiency improvement across two packing halls carrying out around 25 changeovers per day.

A standardised work programme was implemented, resulting in a vital efficiency improvement of 58%. Value and non-value adding activities of operators were analysed and positions were optimised to ensure higher run speeds with improved quality.

Impact

- **65% Reduction in changeover times**
- **30% increase in productivity**
- **Significant work life balance improvements**

The efficiency improvements increased production capacity to such an extent that allowed the client to move from a four on four off 24/7 shift pattern, to five days and three shifts, completely eliminating the need for weekend working. The new shift patterns meant significant cost of labour savings, whilst allowing more sociable working hours for staff. Workforce morale is now much higher and the operations team reporting a better work life balance by virtue of the new shift patterns. Cost per ton was aligned with the ambitious targets set in the budget and a reduction in crew size has allowed for significant concentration of operator skills.