

Labour management programme delivers 8:1 return on investment and a positive cashflow in 20 weeks.



Challenge

Youngs is the leading fish and seafood processing company in the UK. Following the amalgamation of production activities to their Humberstone Road site, the client was struggling in regard to labour planning and control. The introduction of new products to the site, construction of a high care area, and a fundamental change in the product mix had dictated a very strong focus on service delivery at the expense of product cost and labour spend. Coriolis were asked to carry out an analysis to see what opportunities existed to reduce this overspend and bring costs back down to more profitable levels.

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It's all about sustainability now, and Coriolis have left us with a road map to maintain and improve on current performance levels.

”

Steve Lidgett
Operations Director



*C factory labour
performance is stunning*



Grahame Pembroke
Finance Director

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to improve your
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planning systems

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Transformation

A 20 week focussed improvement project was embarked upon, which consisted of 5 teams, each focussed on one of 3 specific target areas. Cross functional teams of Youngs members were formed to implement new planning standards and visual guides for the production lines. A rigorous process was followed to identify the most efficient combination of line speeds and crew sizes to manufacture every product in the portfolio. The planning process was then revised so that, where possible, products requiring similar crew sizes could be run in series, thereby ensuring a clear understanding of how many people were required in each area of the plant on any given shift.

A number of control processes were implemented in parallel to this, in order to forecast any requirement for agency staff and to ensure efficient workforce management on arrival to site. The introduction of a bespoke factory performance improvement tool called MiMo (Minimum in, Maximum out) provided additional control and quickly and efficiently allowed the production teams to understand current performance and identify potential improvement opportunities. A new way of working was established, with proactive numbers based shop floor management for the senior team, reinstalling visual control on the factory floor. Coriolis also introduced daily and weekly planning tools and implemented detailed work schedules to ensure effective labour control. The more structured approach to planning also tied in with an enhanced auditing framework to facilitate more informed decision-making on a day to basis.

Impact

- **8:1 Return on investment**
- **Full payback before project completion**
- **More than sustainability, continued improvement.**

The success of the labour planning and control project has revolutionised the client's approach to managing their flexible workforce in Grimsby. The improvements delivered in excess of the planned year on year savings, yielding an 8:1 return on investment. As a result of the intensive training that Coriolis gave to the change agents, a sustainable culture of continuous improvement is now embedded in each factory.

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