

Leading UK Dairy Manufacturer significantly increases productivity and decreases waste in cheese packaging process.



Challenge

Dairy Crest's Maelor plant near Wrexham was opened as a creamery in 1976. An aggressive investment plan saw the site develop into the largest cheese packing plant in Europe, producing more than 80,000 tonnes of cheese per annum.

The client was under increasing pressure from major customers and needed to reduce unit costs whilst maintaining the highest quality levels. Customers required greater sophistication and flexibility from their key suppliers, which increased pressure on the manufacturing platform. Joanne Iddon, Supply Chain Director explains, "One of the greatest problems we faced was keeping control. Our major customers were testing our operations to the full and we were able to cope, but only just. Occasionally this meant throwing costly resources at problems, but this did not deliver the financial returns required to continue to grow and develop our business.

It also became clear that our management control systems were not able to cope with the kind of lead times our customers demanded. Our staff and managers needed some help, but we could not slow down operations, which were already running at full speed." As the business battled to find ways to improve efficiency, senior managers turned to Coriolis.



The Coriolis team had a massive impact on operational performance across the site. The financial benefits Coriolis delivered have exceeded expectations by over 400 per cent and have proved highly sustainable.



Mark Youds
Director, Cheese Division

Transformation

Coriolis worked with management and operatives to identify and implement the changes required.

New monthly and weekly resource planning cycles were implemented and newly optimised batch sizes developed. New links and processes were introduced to improve integration between engineering and production functions. Revised communication and reporting systems were implemented, feeding management control systems and allowing teams to measure and report accurate performance. The function quickly changed from a “firefighting” operation to a professional business resource, resulting in a reduction in total engineering downtime of 50%.

Line Controllers were empowered through the delivery of comprehensive training to help them manage their operations more effectively. This gave middle management the opportunity to tackle key business, personnel and technical issues. The Coriolis team also helped the business develop performance monitoring systems that delivered a productivity gain of 45%. Coriolis worked with the finance team to reconstruct the yield systems to provide a fully reconciled “mass balance”. Every layer of management was given the skills they required to manage materials effectively, reducing site usage variance by 37%.

Impact

- **Waste decreased by 37%**
- **Productivity up 45%**
- **Project payback less than 3 months**
- **Engineering downtime cut by 50%**

The Coriolis Effect has delivered more than numbers to Dairy Crest. It has helped to unlock the potential of its workforce and put the management controls in place that allow it to run its business the way customers and shareholders demand. The financial rewards were delivered straight to the bottom line and the annualised savings Coriolis delivered were more than four times the figure originally proposed. Productivity was increased dramatically and site wastage was reduced significantly. Since the completion of the project, the results have not only proved sustainable, but continued to improve. Dairy Crest continue to work with Coriolis in their UK operations to stay ahead of their competitors and grow the business in challenging markets.

Coriolis can help to improve your manufacturing and planning systems

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