

Flawless launch of re-sealable pouch delights customers, adds shelf presence and boosts sales of popular brand.



Challenge

Jordans needed a modern solution to packaging one of their most popular cereal lines.

The previous packaging for cereals was costly, difficult to open, lacked unique 'shelf presence' and, once opened, was not re-sealable, a pre-requisite for today's leading brands. Jordans planned to replace the old 'bag-in-box' packaging with a new re-sealable pouch and had initiated early-stage activities to that effect.

However, once underway a number of key issues were identified in the complex project workstreams and Jordans turned to trusted advisers and Coriolis to put the programme back on track.

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*Fantastic effort - well done!!
Please pass on my thanks to
all involved.*

”

Peter Trundley
Operations Director



The Coriolis project manager had a real hands-on approach, engaging staff from the shop floor all the way up.



Factory Manager

Transformation

The programme consisted of four elements:

1. Remove excess 'bag-in-box' production line capacity and install new Pouch capacity.
2. Rationalise the packaging production line layout to provide future factory development opportunities.
3. Re-energise mature Granola market place and increase 'quality product' market share.
4. Develop and prove in-line 'combi' metal detect and check weigh facilities to achieve new BRC v7 and M&S QC standards, also allowing pack weight/price point rationalisation of product portfolio.

Elements which required developing, communicating and risk assessing were the overall project plan and milestones based on the agreed 'roll out' requirements for all major Customers. There was also the need to finalise the overall technical specification of the main production equipment, understand the resulting cost/timescale implications, and establish and agree the primary and secondary packaging dimensions and artwork implications.

The programme managed to reduce an invisible overspend commitment from 38% down to a Customer agreed and approved 9%. Approximately 30% of the project spend was reallocated to more value-adding elements, allowing for significantly increased payback potential and reduced Learning Curve development costs.

The Coriolis led programme included key Jordans operational staff which allowed for a more proactive implementation, a faster learning curve and, most importantly, ownership of the equipment and commissioning challenges.

Design, installation and commissioning skills and learning curve expertise allowed Coriolis to restructure Jordans proposed transition plan, shrinking the timeframe by 40%. This helped to mitigate delays from the artwork development and equipment manufacture phases. The ultimate benefit was a smoother roll-out of all new SKU's to more customers in a shorter timeframe.

Impact

- **14% uplift in sales in a mature market**
- **On time and in full customer delivery**
- **Enhanced shelf presence and brand recognition**

All SKU's were delivered on time and in full to the main customer and in advance to three other major customers. Initial forecasts were already showing a 14% uplift in sales in a mature market within a few months of introduction. A 'role model' structure for planning, implementing and communicating of projects within an operational factory was established, including the benefits of cross-functional involvement and combined risks and costs analysis.

A multi-level management structure was established, which allowed project decisions to be made in context of key KPI's. A relationship of trust was developed with the client that allowed larger scale planning towards future projects in line with the client's strategic direction.

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