

Major Australian flour miller & manufacturer reap a 40% reduction in labour costs and improved operational performance from a second Coriolis transformation project.



Challenge

Weston Milling's Moorooka site was suffering from higher than expected labour costs due to excessive overtime and additional shifts.

“

Without this project we wouldn't have realised the numbers or measured them and the business wouldn't have changed as a result.

”

Gareth Keen
Site Operations Manager

Material giveaway was also a concern, running at alarming levels with no improvement trend. Management were struggling to fully understand the performance of their main packing line due to the lack of a robust management control reporting system, a disjointed manufacturing and planning process, and limited control of shop floor performance. The senior leadership team knew that a fundamental change was required to reduce costs and remain competitive.

On the back of previous success at the client's Sydney site, Coriolis were engaged to deliver a transformation project. The aim was to create a cultural change across the whole site, as well as operational improvements in the packing department.



Coriolis' key strength is their ability to put the right team together to work in different environments and cultures. They also have a wide range of capabilities. Capex management, lean manufacturing, performance management systems, logistics, management coaching - you name it, they can do it. They are great to work with.



John Power
Group Operations Director

Coriolis can help to improve your manufacturing and planning systems

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Transformation

The first step was to install an effective reporting system from the shop floor upwards to give clear visibility of performance across the site on a daily and weekly basis, both financially and operationally.

A management control and reporting system incorporating critical KPIs was designed, trained and installed. These included shift reviews, Daily Operations meetings, and a Balanced Scorecard which all fed into a weekly Steering Group. Short Interval Control sheets were introduced to the shop floor to allow the site to understand the true operational performance of the line. Coriolis' state of the art performance management tool MiMo was installed at the heart of the control system which facilitated detailed trend analysis on overall performance.

The main cause of machine downtime was found to be ineffective planning of SKUs and labour, as well as repeat offenders for engineering breakdowns. Processes were redesigned as a result of in-depth analysis using a variety of lean tools including SMED, RCA and Value Stream Mapping, allowing machine up-time to increase. Coriolis also trained staff in effective planning sequences to improve efficiencies.

Giveaway was tackled by introducing the Average Quantity System to the site, through implementing the processes and training staff for ongoing management and improvement. Profit Improvement Plans, alongside the Balanced Scorecard, revealed the benefits for improvements and generated a new culture of continuous enhancement.

Impact

- **40% reduction in labour while improving operational performance**
- **Increased packing lines from 25% OEE to 70% OEE**
- **Material giveaway reduced by over 95% to industry leading levels**

Site teams have been empowered, trained and coached to manage the processes within rigorous quality parameters and on an upwards performance trajectory. Actual savings are double those initially targeted, due largely to a 40% reduction in labour costs and a 95% improvement in giveaway levels. The main packing line is also achieving OEE results at levels that have never before been seen on site.