

Profits boost in "Food to Go" underpinned by positive cultural change.



Challenge

The Adelle group is the UK's leading Food to Go business. Their portfolio is in excess of 300 chilled products, with over 200 distribution vehicles delivering 365 days per year.

The business and operations have been working to align their approach and philosophy in striving to deliver the vision of "one Adelle" in a fast moving competitive business environment with ever increasing customer demands. Last-minute orders often drive the need to revisit production of items twice a day, resulting in as many as five hundred individual production events at some facilities. Production run lengths can vary from several thousand sandwiches to as little as two sandwiches!

Adelle leadership were keen to align systems and processes around the group wherever reasonably practicable, and to undertake specific projects focused on productivity and material waste reduction initiatives.

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Due to a significant change in our customer and product portfolio, we were falling well short of our productivity targets in the back end of the last calendar year. Now we are firmly back on track.

”

David Hulbert
Site Director

“

Coriolis showed us the single best way to produce each item in terms of crew size and line speed. We then worked with the planning group to re-sequence the production plan so we can make more of the items in the most productive way possible. We've seen a step change in productivity, but quality and waste have also dramatically improved.

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Alexandra Chaigne
Systems Co-ordinator,
Tamworth

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Transformation

Coriolis worked closely with the management team to develop the “One Adelle” vision.

A structured toolkit and Management Control and Review System was designed and implemented across the business. Similar tools were introduced at five of the manufacturing sites to provide a clear understanding of exactly where improvement opportunities might come from. The greatest impact was in the area of cultural change and development of a positive mind set amongst the Adelle teams in terms of tackling and embracing change in a structured and consistent manner.

Metrics were introduced to allow the sites to see where operational opportunities and problems were evident. Significant improvements in financial delivery became a consequence of these enhancements.

Focused project activities were run at the Tamworth and Wembley sites, where almost 40% of the four and a half million sandwiches Adelle produce each week are manufactured. Line balancing, labour control and material waste reduction activities were at the heart of the success. These were underpinned by a Results Planning Process, the introduction of short interval control, and web-based data capture and presentation system MiMo (Minimum In, Maximum Out) to allow quick and accurate manipulation of production data. Daily and weekly performance reviews and hourly monitoring initiatives continued to reveal ongoing benefits and foster a new culture of continuous improvement.

Impact

- **6:1 ROI in Year 1**
- **Doubling profitability of material contribution through waste reduction**
- **26% increase in productivity in the assembly hall in Tamworth**

Managers are now well-equipped and firmly in control of operations with an action focused mentality. Underperformance is no longer tolerated and there is a clear understanding of the KPI's that need to be monitored to ensure ongoing improvement. Good ideas are assessed and evaluated and those with a positive payback are actively progressed. Operational savings initiatives are currently progressing towards implementation in addition to a number of capital improvement projects. The business is a truly vibrant and engaging place to work with mechanisms in place to enable every employee to contribute to their ongoing success.