

Leading supplier of bakery ingredient solutions achieve substantial savings, reduction in giveaway and increased packing line efficiency through another Coriolis transformation project.



Challenge

Mauri anz's North Melbourne site is one of their busiest mills and provides the greatest potential for future sales.

As a result there was an increased demand and pressure on the operations team to deliver. With this in mind Coriolis was asked to identify areas of opportunity to generate savings and open up extra capacity, from the mill through to distribution.

Levels of operator engagement required improvement and training in the understanding and impact of KPIs was required at all levels of the organisation. Employees needed to be empowered as critical business drivers for the site.

Profit Improvement Plans and the Balanced Scorecard were in their infancy and needed significant upgrading to engender a new culture of continuous improvement.

“

I was convinced, like most managers, that we could achieve results without support. Now I'm convinced that we would never have achieved so much in such a short time without our relationship with Coriolis. This exercise has set a benchmark within our business for what good looks like.

”

Richard Wyss
Site Operations Manager

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Historically, the site has been focused on EBIT without a full understanding of the metrics that drove them. The systems installed by Coriolis at site level now allow us to manage by numbers and have a positive impact on the bottom line.

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Craig Jansen
Operations Controller

Transformation

Milling: The focus was to improve the extraction rates on the mill and standardise the level of finished product moisture within tight customer specifications. Tools such as Statistical Process Control were deployed to enable the milling team better to understand the capability of their processes. Problem solving tools were introduced and staff empowered to make changes to variables which would unlock the performance improvements and deliver financial gains.

Through close control on plant downtime and development of Root Cause Analysis skills, recurring problems were truly understood and eliminated allowing for extra capacity to be released on the mill.

Packing: The main packing line had historically required extensive overtime running to complete the weekly plan due to efficiency shortfall. The true standards and achievable targets for the line were not fully clear, thus short interval control and management control & reporting systems were installed to allow the operators to really understand the lines performance. From this, management were able to conduct a Gap Analysis by SKU to prioritise actions for releasing line availability and increasing OEE.

Warehouse & Distribution: Historically high levels of stock write off were significantly reduced through enhanced communication and cooperation with the central planning function.

A redesigning of the weekly orders process, enabling the visibility of customer stock levels together with additional focus on true cost to serve was embedded with the distribution team.

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Impact

- Giveaway levels reduced by 96% from 1.45% to 0.05% by installing the Average Quantity System
- Packing line OEE increased by 33%
- Milling extraction improved from 78.85% to 80%
- Savings in year 1 40% higher than targeted
- SMED exercises reduced changeover time by 68%
- Waste reduced from 4.5T per week to 1.1T