

## Background

Saladworks are a wholly owned subsidiary of Samworth Brothers Ltd, a major food group delivering quality fresh food to the major retail chains in the UK. Employing over 700 staff, the 23 acre Saladworks site in Leicester manufactures high quality ready meals 24 hours a day, 7 days a week. Saladworks has an extensive product portfolio and uses the finest raw materials across all of its product ranges which include; Italian, Healthy and Premium ranges.

With a reputation for quality, technical integrity, and innovation, Saladworks offers a flexible approach to ready meal manufacturing. Industry leading chefs develop new restaurant quality products. Flexible production processes are then combined with highly trained staff to transform these initial concepts into best in class retail products. The business prides itself on its positive and proactive relationship with its people, promoting a "can do" attitude across all levels of the business.

## What COM T&C did for Saladworks

In late 2010, Saladworks discussed a programme of development for their first line manager level in order to bring Lean techniques into the business. A programme was designed to develop 75 staff in four groups using a highly practical qualification based programme at level 3. Each cohort undertook a series of workshops followed by a concentrated programme of coaching and follow up with the intention of developing their skills, developing enhanced teamwork and bringing business benefits. A key success factor of the programme was a relentless focus on process with the intention of bringing bottom line benefits.

The release of staff was an incredible challenge in a business where next day delivery is the be all and end all, but Saladworks were committed to make it a success at site management level and this showed in the commitment of the delegates.

## Personal Success

The majority of the staff taking part in the programme are performing at a higher level. Perhaps the most impressive factor is that there has been widespread application into the day to day running of the operation. One course delegate, Washington Mwatsenekenye (Hygiene Team Leader) said, "I did not know what this training would give me. But it has changed my life. I have changed my every day working life. I am running my department in a different way. We are looking for improvements and working as a team".

## Business Success

By focussing all the business improvement activity on the key blockers to achieving successful conversion, the business was able to achieve significant improvement with projects delivering real quality, safety and bottom line benefits. Feedback and sustainability demanded at the highest level has ensured that these early successes have continued. Jimmy Mark, the site MD, says "The programme has been tremendously successful. Not only has the business benefited, but all those who participated have increased their skills and confidence as a result – a real win/win."