

Case Study

Fresh food slicing and packing lines

Background

This privately owned company supplies packs of mixed fresh produce to the major retailers. It processes from raw materials to finished product and right first time flow is essential.

CQM worked with the management team to identify the key process issues, all of which contributed towards poor fulfillment in turn driven by poor conformance to plan (CTP).

Key Identified Issues (PLAN)

- Lack of process consistency end to end : each shift and area setting up as they saw fit
- Daily under and over production caused by poor communication between packing and processing
- Line changeovers were frequent and inconsistent, making planning very difficult.

Actions (DO)

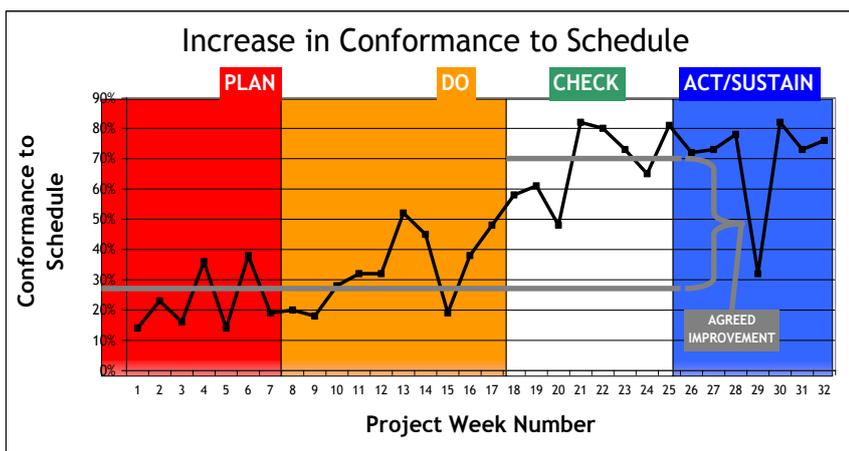
- Process Consistency
Teams from each process step implemented workplace organisation and standard operations to achieve consistency.
- Bumpy Production
Improved communication loops implemented between despatch, packing, processing and raw materials, all of which were causing process unevenness.
- Line Changeovers
Stratification of customers led to some products being made every day, others every other day. Changeovers standardised with standard 'pit-stop' times introduced.

Results (CHECK)

Conformance to schedule increased from 23% to 70% during this project. This was estimated to be adding £234,500 to the bottom line in terms of increased sales, reduced rework and reduced agency labour cost.

Final Outcome (ACT & SUSTAIN)

CQM worked with the management team to identify change agents which then got to work on the next biggest business issue : product giveaway. The change agents drove improvements whilst CQM continued 'arms-length' coaching to embed the changes.



Other Benefits

- A calmer business that was able to deal more effectively with the spikes and troughs of fresh demand.
- A more hygienic factory as a result of clutter being removed and standard operations being put in place.
- Application of the approach to the upstream business, also owned by the same company.