

# Case Study

## Transforming a pie making process

### Background

This company is a major supplier of private label products to the major grocery chains. This process cooks, makes and packs pies into final product cases.

CQM created a performance database with operational team and collected detailed reasons for non performance.

### Key Identified Issues (PLAN)

- Poor machine performance with fire fighting over three shifts to keep the line performing
- Demotivated workforce with poor communication within shifts
- Machine start ups causing most issues with no clear standard settings

### Actions (DO)

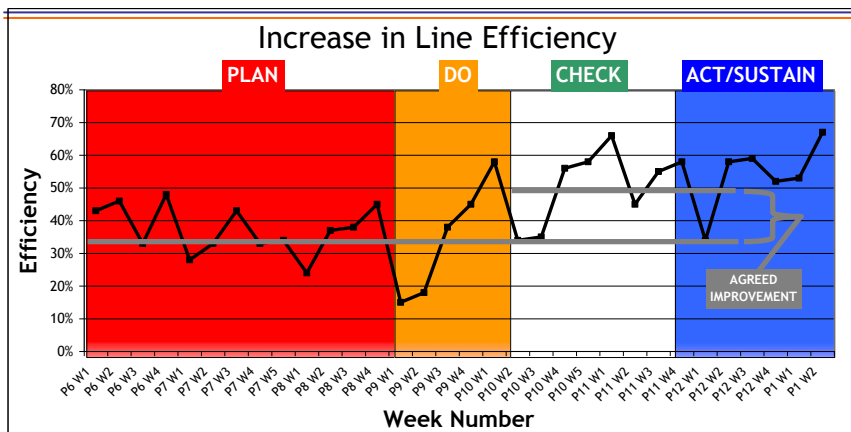
- Machine Performance  
Teams facilitated to work on different areas of the line, leading to one major reprogramming of robot and many other minor changes to improve flow
- Demotivated Workforce  
Stand-up reviews were introduced at the start of every shift with a clear 'top issues' focus to drive daily performance
- Machine Start-ups  
Small team trained in SMED set-up techniques, leading to changeover parts being pre-checked before being brought on-line. Standard Operating Procedures introduced for this activity.

### Results (CHECK)

Efficiency increased from 37% to 50% during the project, leading to direct cost savings to the bottom line of £465,000 per annum through reduction in agency labour and increased sales opportunity.

### Final Outcome (ACT & SUSTAIN)

CQM worked with team leaders to lock-in the changes with workplace organisation and visual management techniques. The daily review continued with a regular effectiveness audit checking. The line performance rose to 54%, delivering a further £99,700 savings to the bottom line. Staff developed during this process achieved a Level 2 NVQ in Business Improvement Techniques.



### Other Benefits

- Further areas of the business commenced Lean activities after seeing the dramatic benefits
- Human resources had to recruit fewer agency workers, thus reducing recruitment costs.
- Further areas of the business commenced Lean activities after seeing the dramatic benefits