

Increasing Operational Efficiency to Meet Customer Requirements

Client:

Beverage Manufacturing Company

Background & Challenge

Our client, a leading beverage manufacturer, was trading at around £12m per year with an anticipated growth to £20m over the next 3 years.

Planned upgrades to their production lines during the current operating year would provide some increase in capacity; however, there was a need to improve the underlying productivity and efficiency of the factory to meet the forecasted customer demands.

Solution

Through an assessment of each staff member's capability, a training needs analysis was done leading to the creation of an on-the-job training programme. This enabled Spitfire Consultancy to devise a performance improvement strategy that focused upon developing the organisation through the implementation of lean techniques to:

- Optimise and standardise the current processes
- Create a performance driven culture
- Develop leadership behaviours

Implementation

By creating an environment centred on Visual Management, the operational side of the business had a clear understanding of not only the current state, but also the business goals and objectives, therefore becoming more target driven and focused. This led to daily prioritisation and clear ownership for Production and support departments.

Key features of the successful project implementation included:

- A re-organisation of the management structure
- Real-time factual information and detailed data analysis
- Development of work methods to give consistent, repeatable results
- Transfer of knowledge and capability to the employees



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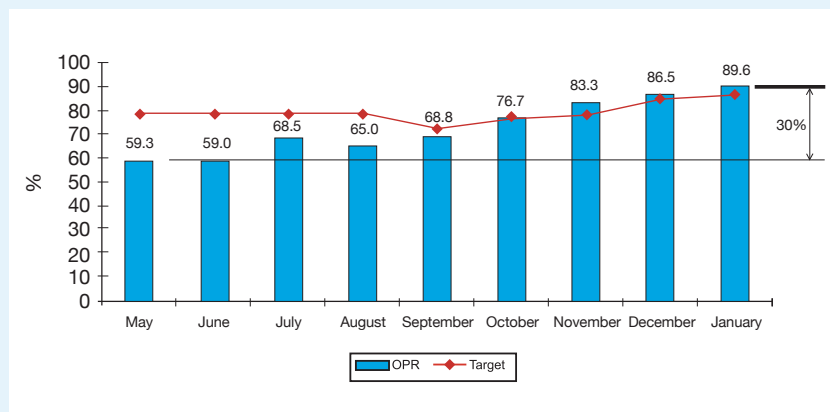
Case Study - S030

Results

Over a period of 8 months, the client observed increasing performance levels and changes to its daily operating practices, with some of the results as follows:

- Operation Performance Ratio (OPR) improved by **30%**
- Downtime reduced by **69%**
- Overtime reduced by **75%**
- Quality maintained throughout the shop floor change
- Effective Planned Preventative Maintenance (PPM) system implemented
- Culture centred upon operational objectives to support continuous improvement providing long-term performance increases
- Increased visibility of all major metrics at all levels of the business

OPR Results Across All Production Lines



Testimonial

"We have seen significant and sustained improvements on the operational side of our business since our relationship with Spitfire Consultancy began. Not only have they been dynamic and driven in their initial objectives, they have also been flexible in supporting us through organisational change."

Managing Director



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