

Skills — Productivity — Competitiveness — Profitability

<1> The Customer:

Emmett UK is a grower and supplier of fresh vegetables and salads to Tesco and Waitrose. A privately owned company based in Lincolnshire with an industry leading packing facility.

Farming is a cornerstone of the business with farms in Lincolnshire, Lancashire, Cambridgeshire, Nottinghamshire, Wales and Spain.

Products supplied include leeks and spinach.

<2> The Customer's Need:

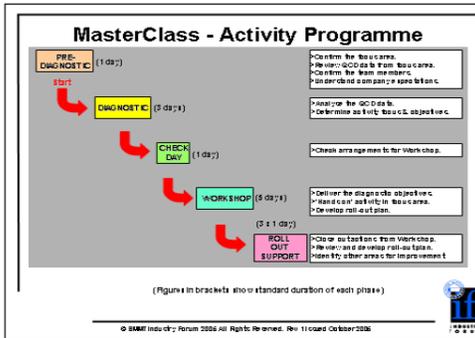
Following a value chain analysis by Cardiff University and cost down pressure from customers, Emmett decided to focus on the packhouse costs. Trimming leeks was particularly difficult, and resulted in variable quality from different operators. Production costs were higher than budget and required a new approach to tackle the problem.

<3> The IF Solution

Members of an improvement team were invited to join a Masterclass delivered by Industry Forum engineers.

The engineers utilised the "Common Approach Toolkit" to apply the building block tools of continuous improvement and introduce the team to "Learning by Doing". The tools applied were 5c Workplace Organisation, 7 Waste observation, Standardised Work and Visual Management.

<4> Overview of the Masterclass structure



<5> The "Learning By Doing" application of building block tools

Emmett UK Masterclass Team

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Workshop Activity: LINE BALANCE

Using video footage, the time taken for each workstation was observed and recorded.

Trim and check time identified as the slowest - time varies according to leek quality.

Workshop Focus: SITUATION SUMMARY

Area	Priority	Benefit
Operator twisting considered excessive	High	Operator twisting considered excessive
"line balance" between different operator stations highlighted as a priority.	High	"line balance" between different operator stations highlighted as a priority.

- Priorities became clear by using a scoring method to prioritise the focus areas for the workshop.
- Benefit, ease and cost were scored to help choose the focus areas for the workshop.

Workshop Activity: TAKE TIME

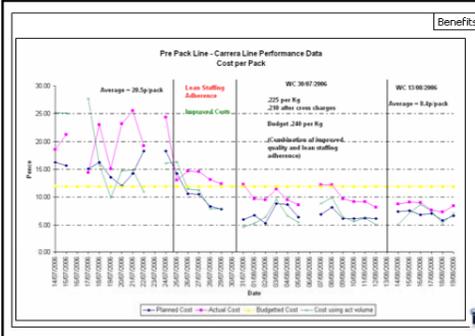
Customer demand varies from day to day.

On this day the requirement was a leek every 0.6 seconds

Workshop Activity: HOW TO cope WITH VARIABLE QUALITY

Trials were conducted with differing qualities of leek.

Manning levels were adjusted to match the quality level.



<6> Return on Stakeholders Investment

Seven measures of QCD competitiveness

	Quality	Cost	Delivery
Not Right First Time	●	●	●
Delivery Schedule Achievement	○	●	●
People Productivity	●	●	●
Stock Turns	○	●	●
Overall Equipment Effectiveness	○	●	●
Value Added Per Person	●	●	●
Floor Space Utilisation	●	●	●

- Primary impact on the process
- Secondary impact on the process

Cost per pack
Before: £0.22 After: £0.12

Pre Pack line - Carrera- cost per pack
Before: £0.205 After: £0.084

Financial Benefits:
Annual total pack cost :
Before : £303,685 After: £164,158 Saving: £139,527

Sustainability of the Improvements:
The company has made continuous improvement a strategic objective and appointed senior managers who have the skill and responsibility to coordinate more activities.

The company will gain sustainability by continuing to organise workshops at each site in their organisation.

Company Testimonial
"The Masterclass has provided us with the tools and techniques to establish and plan the optimum manning levels to meet our scheduled requirements"

Emmett C.I. Team