



Traditional Goodness



**Grampian Country Food Group – Malton
Improving Manufacturing Performance**

**Productivity
Award
Winner
2006**



Profile:

Grampian Country Food Group produces fresh and cooked pork, lamb, beef & chicken products for food retailers, wholesalers and food service sectors. The company employs almost 25,000 people and operates across 43 production locations in the UK. Malton being the largest pork production site.

Background:

Eroding profit margins, a significant shift in volume away from UK pigs over to imported pork, the growth, consolidation and strength of retail customers, as well as increased competition from overseas were all reasons behind Grampian's decision to embark on an ambitious manufacturing improvement programme. As Grampian's largest and possibly most complex pork production facility, the Malton site was chosen as the pilot.

At this time Grampian's production managers believed they were doing everything possible to optimise their manufacturing performance. Anpro provided the tools & techniques to enable them to evaluate their performance more clearly and effectively.

Analysis:

The analysis team worked in each department, across every shift, to fully evaluate production performance. This detailed review highlighted four potential improvement areas: labour performance, product yield, packaging yield and labour turnover.

Of key interest to the Grampian management team were:

- ⇒ Improving Labour Productivity
- ⇒ Improving Product Yield

Based on these findings Grampian launched "Project Lean" and improvement targets were agreed for the site in terms of: improved labour productivity with out any reduction in product yield %.

"Anpro's analysis findings were initially viewed with some scepticism, but this soon changed once we began working together" Chris Grainge – Grampian Production Supervisor

Implementation:

The Project Lean Team was established, the project was communicated via briefings to all staff and individual production area teams were formed to begin work on:

- ⇒ Reviewing performance, taking actions & following up
- ⇒ Improving & establishing area performance indicators & developing an effective management operating system
- ⇒ Reviewing, defining & installing area best working practices
- ⇒ Coaching production charge hands, supervisors & managers

Teams in the project used a twin-track approach:

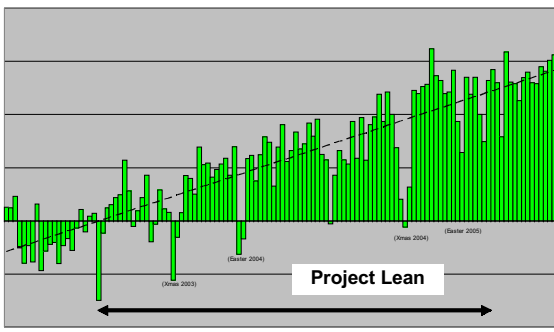
- targeting early wins to deliver immediate improvements (eg.: reducing rework & overtime);
- developing more robust (& sustainable) business processes through measuring, reviewing & improving all aspects of area production, from planning through to despatch.

-Results:

-17% total site productivity improvement (1,850 people)

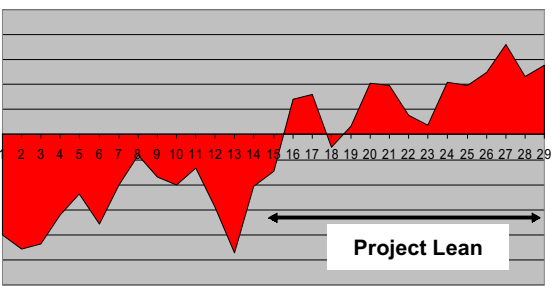
-"Step change" improvement in meat yield

Weekly Labour Variance Trend



Graphs show improvement during and since programme

Monthly Meat Variance Trend



"Anpro helped us achieve a 17% improvement in our labour productivity & a significant improvement in meat yield. We have sustained & improved this performance by building on the skills & systems that Anpro helped put in place" David McNeil
Site Director