

Golden Wonder, Scunthorpe

Making production crisper

Golden Wonder is a leading manufacturer of own brand and supermarket crisps and snacks, operating three crisp and snack manufacturing sites in the UK.

Key Results

Waste reduction of 1.5%

Efficiency improvement of
15%

More importantly was
the growth of the staff at
the Scunthorpe site

ANALYSIS

Renoir conducted a week's analysis at each of the manufacturing sites. The findings identified a number of areas in which improvement could be made, and a decision was made to focus on the Scunthorpe site. The objectives were to improve line efficiency by 10% and waste reduction by .5-1.5%.

PROJECT

A fast paced project over 18 weeks was divided into 3 sections:

1. Focus Process™ & Quick Hits
2. Development
3. Phased Implementation

Focus Process™

During the first 6 weeks, project architecture, Management Action Teams, (MAT's) determining root causes of inefficiencies and waste generation, and getting employee buy-in and ownership were the primary tasks. It also led to a number of "quick hits".

Development & Implementation

A Steering Committee comprised of the Factory General Manager, Development Manager, and Shift Production Managers, along with the MAT's, developed new systems and changes were made to the organisation structure including:

- Realignment of the production management structure
- Realignment of shop floor areas of responsibility
- Re-evaluation and revised distribution of technicians
- Re-organised production control systems
- Deep Cleaning matrix developed
- Meeting effectiveness training
- Team leader tools & training
- Machine operator training & self evaluation
- Multi-skill matrix for operators

THE RENOIR GROUP

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