Initial Textile Services is part of the BET group, providing industrial laundry solutions to many different sectors throughout the UK and Europe. Initial launder large volumes of garments, hotel & hospital linen, WC towels and industrial mats. Increased competition put pressure on Initial to improve their efficiency and customer service, and they turned to Renoir for assistance.

ANALYSIS

The laundries throughout Initial needed to improve their operating effectiveness to remain competitive. The key areas of opportunity were in improving the on time delivery to customers and reducing the cost of processing at the factory. Because of the seasonal nature of their business, Initial also needed to significantly improve their planning and scheduling function and create a more flexible work force.

PROJECT

Productivity

Following an analysis of work methods and practices by Renoir, the Initial-Renoir team were able to improve all productivity in all areas by over 20%. This effectively removed the requirement for overtime, and reduced the operating cost significantly.

On time delivery

A complete order tracking system was implemented throughout the factories to ensure that on time delivery was improved. Through a dedicated resource assigned to the function, performance improved from 60% to well over 95%.

Planning and Scheduling

In the laundry business the work for the day is delivered in the morning, without advance information regarding volumes. To counter this, a rolling forecasting tool was installed to track both daily and seasonal variations in workloads and as an output, forecast the resource requirement and flexibility required for any future week.

Labour flexibility

The flexibility of resources depended on the right mix of full time and part-time employees. A significant percentage of the labour resource required by the factory was converted to flexible part time positions. This enabled the factory to vary its committed resource level on a daily basis and also contributed to the reduction in overtime.

OUTCOMES

As a result of the success we were asked to implement the solutions into a number of other factories across BET’s group within the United Kingdom and Europe.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail: renoir.office@renoirgroup.com.

World Leaders in Sustainable Change

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