



Initial Textile Services

Cleaning up inefficiencies

Initial Textile Services is part of the BET group, providing industrial laundry solutions to many different sectors throughout the UK and Europe. Initial launders 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.

“The project has delivered the promised productivity improvements at both our sites and given us a more cost efficient business.”

Terry Stockley
MD

Key Results

A far greater ability to forecast and manage

workload within available resource constraints.

£1 m annualised savings

R.O.I. 4:1

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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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.

World Leaders in Sustainable Change

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