

Business Improvement Case Study

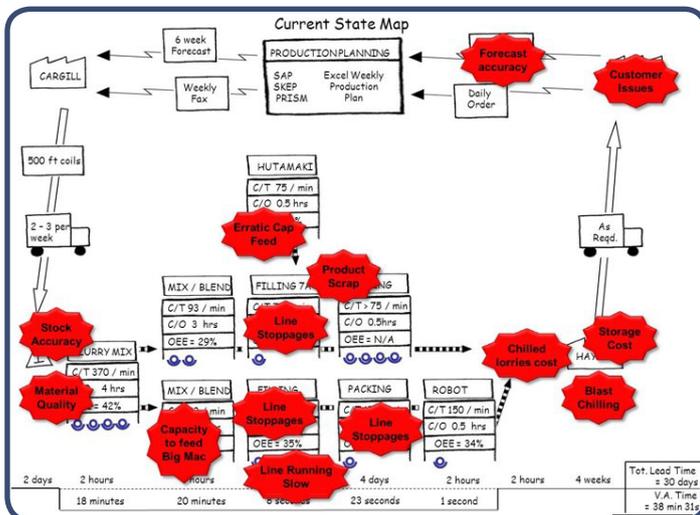
The Company

McCormick is the global leader in producing seasoning and sauces for the food industry.

At their manufacturing plant in Littleborough a recent manufacturing improvement initiative has seen a doubling of line output in 18 months.

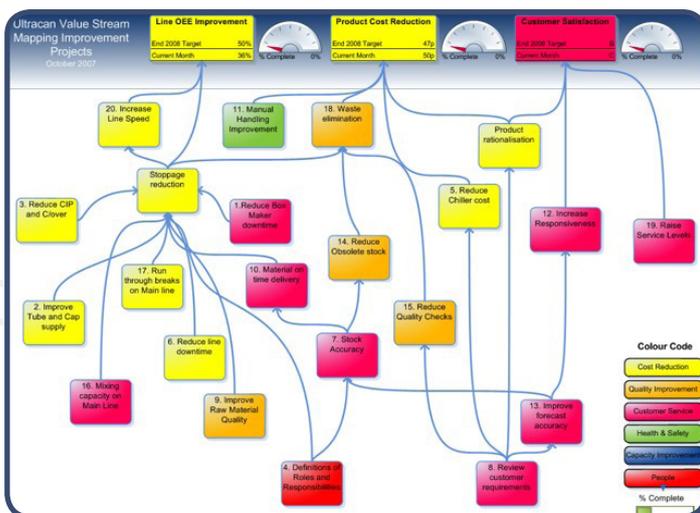


Value Stream Mapping



A new Operations Director, Nigel Nelson, discovered a manufacturing process which was struggling to deliver to the complex and reactive requirements from customers.

He turned to Relay Team to coach a team in 'Value Stream Mapping', an analysis technique which not only simplifies the complex picture but also clarifies how to move forward. The team gathered information on machine capacities, process bottlenecks, process lead times and the value of inventory. The map then displays all this information, so that the process can then be improved in a coordinated and holistic way.



The resulting actions were communicated through a strategy map which displayed the objectives and key change projects.

Then the hard work began! Over the next 18 months the team were involved in further waste reduction, quick changeover and problem solving activities which together helped to deliver the doubling in output on their pilot lines.

"Before the workshop we had no route-plan; we were just reacting to different ideas and opinions. The Value Stream and Strategy maps gave us the clarity to see and prioritise what we needed to do to bring about the change."

Brian Mullan, Operations Manager

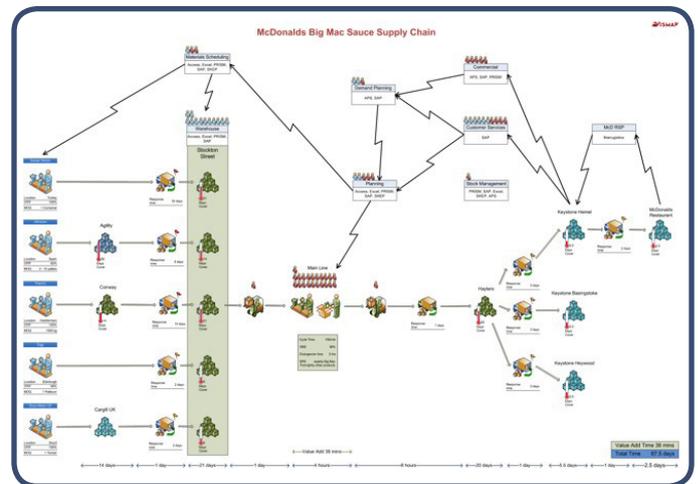
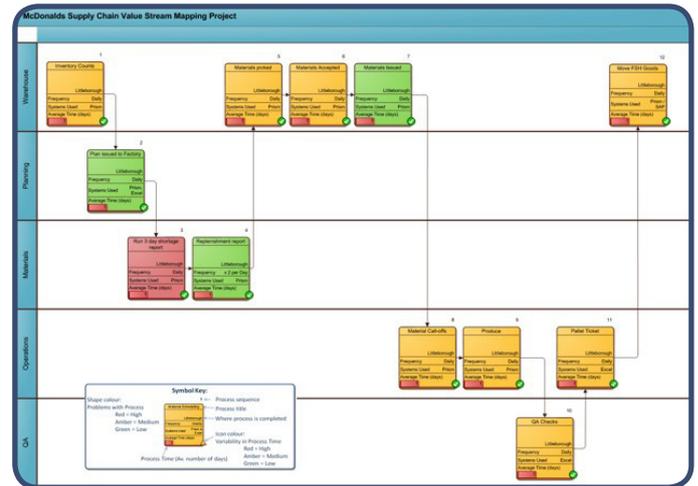
● Stage 2: Extending the Value Stream

To take the improvement further the value stream analysis was then extended to include the deliveries from key suppliers and the distribution chain right through to the customer's restaurants.

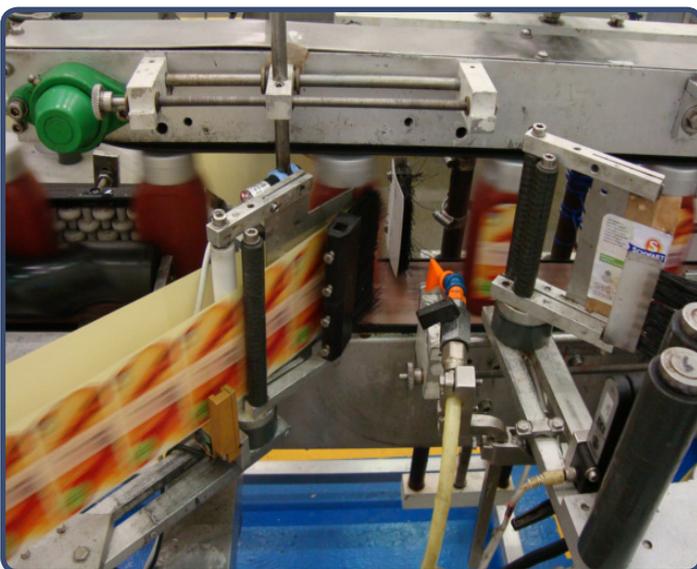
This involved a detailed look at the flow of information from customer demand and new product introduction, and how well and quickly this is communicated for manufacturing to respond to.

The extended map has shown how to improve responsiveness further the plant itself must work with other departments across the business and also other linking companies across the supply chain.

McCormicks have selected a Value Stream Manager for this product group to oversee and manage the ongoing improvement.



● The Future



"Value Stream Mapping has helped start a wholesale cultural change in the plant, using ideas from the shopfloor to deliver improvement. We are striving to be world class and have already seen dramatic leaps in performance. With this new clarity and culture we will get there."

Nigel Nelson, Operations Director