



**YORKSHIRE
PRODUCTIVITY**

“...driving manufacturing excellence...”



Case Study



Global brand promise...
delivered locally

Members tap into IMI Cornelius

Networking and benchmarking

One of the priceless advantages of Yorkshire Productivity membership is the opportunity it provides to network with manufacturing colleagues with similar challenges and to benchmark progress.

In September, IMI Cornelius kindly hosted a 'members' event' at its Sheffield location which was enthusiastically attended by over 50 Yorkshire Productivity members.

IMI Cornelius sets great credence by the efforts it has made along its lean manufacturing journey.

Lean in context

Welcomed by Martin Harrison, Lean Operations Manager for Cornelius UK, and Rod Duffy, Lean Projects Manager, the visitors were first given a brief introduction and background to



the company to set the activities into context.

Cornelius is a part of IMI plc—a global company with sales of over £1.6 billion. Within the UK, it operates from five locations.

IMI Cornelius in Sheffield belongs to the Retail Dispense Division, producing drinks dispense and point of purchase merchandising solutions. Its customers include some of the world's largest global brands.

Identifying needs

The Sheffield operation has a long tradition of improvement initiatives with the introduction of Lean Manufacturing going back to 1997.

While different sites are at different stages, over the past few years Cornelius has made good progress on the mechanics of lean manufacturing (one-by-one cell build, U-shaped cells, kanbans).

However, Cornelius recognised that not enough attention had been paid to the people side of lean (sustaining continuous improvement, involving cell teams, problems solving, housekeeping etc.)

The team was now focused on 'Creating value for the customer and meeting their requirements, using a minimum of resources.'



Martin explained that: "Lean is made up of a whole range of tools and techniques, and involves a change in the culture of a business and the way people think and act."

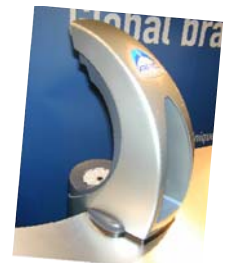
"It must involve everyone in the business to be successful"

Lean implementation

More recently, change had been introduced with team leader training & people development.

This was now being moved on with the rollout of lean manufacturing:

- A central 'Lean Team' had been set up— the aim was to provide sites with the tools & techniques of lean manufacturing





- There was a drive & support for implementation
- It was important to ensure sites could sustain improvements

The Model Cell Concept

The Sheffield site is approaching the re-invigoration of lean from two angles:

- The 'Model Cell' - sets the standard and aims to develop and change culture
- Lean Manufacturing tools & techniques— waste elimination for immediate effect

The 'Model Cell' is a vision of where Cornelius wants to be and how the business needs cells to run.

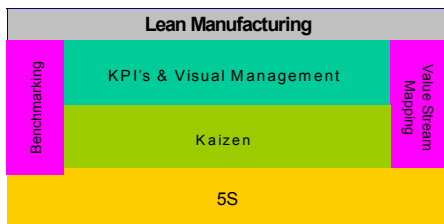
In principle, cells lead the way, supported by all, to create value for the customer while eliminating waste.

The aim is to get the pilot cell as close to the vision as possible. Attention is focused on one cell which is used as a benchmark for rolling out to other cells.

The vision is not fixed and will evolve as they progress.

Key lean tools

The Cornelius team explained each of the key lean tools and how they were being applied at the Sheffield site:



"We realised that to re-invigorate lean, we would have to bite the bullet and do it," said Martin.

"However, we have not got bottomless coffers, so we tried to access government funding wherever possible."

"Good quality (often free!) training is out there if you look for it!"

"Yorkshire Productivity has been excellent."

Yorkshire Productivity provided training on:

- Process Flow Analysis
- 5S
- Lean Champions
- Value Stream Mapping plus facilitation

Celebrating the success

What has IMI Cornelius got out of re-invigorating lean?

The initial lean thrust in the late nineties yielded big productivity gains as the move was made to cellular build on balanced cells.

However, gains are still there. Creating flow and using the teams to generate ideas and implementation has given great results:

- Cellarbuoy cell, Sheffield
— **significant increase in units output per day**
- Maxi 110 cell, Brighouse
— **increase in units output**
- Optics finishing cells, Leicester
— **output up by eliminating NAV stamping operation.**
- Optics build, Leicester
— **reduced build time through improved flow layout**
- Carling counter mount cells, Leicester
— **increase in units output per day**
- **Stock reduction last year across all sites, driven by lineside storage**

Softer issues:

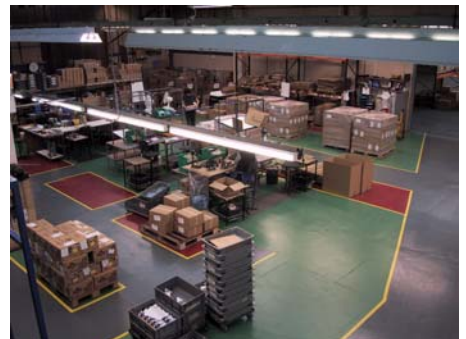
- Improved teamwork & communication
- Laid groundwork for teams to run Continuous Improvement themselves
- Reduced lead times
- Found keen individuals to drive improvements forward

Challenges

- Freeing people up to work on the projects is difficult but you must not do it for them!
- Sustainability – need to make sure improvements stick by being consistent and insistent
- Materials supply – a key area requiring further work to reduce lead times and improve responsiveness.
- Financial benefits – aim should be to use lean as part of a growth strategy and not to associate lean with cutbacks
- Value stream mapping – need to use this to mould the business and ensure all improvements are working together to improve the whole.

Lean in practice

Following the open and engaging introduction, members were invited to see the results in practice on a tour of IMI Cornelius' Sheffield site.



On behalf of the visiting members, Yorkshire Productivity would like to thank IMI Cornelius and its staff for a thoroughly educational and interesting visit.

For further information on Yorkshire Productivity, contact:

Yorkshire Productivity
Virtual College
Marsel House
Stephensons Way
ILKLEY LS29 8HD
West Yorkshire
Tel: 01943 605976
Fax: 01943 605522
Email: Info@yorkshireproductivity.co.uk

