



Case Study

Matthews Foods spreads lean via blended solution

Refreshingly Different

Matthews Foods is proud to be **"refreshingly different"** and its approach to lean manufacturing training is consistent with this philosophy.

"I was considering how we could benefit from the introduction of continuous improvement techniques when Yorkshire Productivity contacted me to suggest a diagnostic," explained Lisa Campbell, Operations Manager at Matthews Foods.

"This was an ideal opportunity to look at ways in which we could improve the efficiency and effectiveness of our operation."

Operating 24 hours a day, 5 days a week, over 100 members of staff work in the Matthews Foods factory plus an additional 30 people in the office.

As a result of the diagnostic, 5S was thought to be a good starting point along the lean journey for Matthews Foods.

5S (sort, set in order, shine, standardise,

Matthews Foods, part of Kerry Group, manufactures fats and spreads, producing both branded and own label products for the retail, food service, and prepared food trades.



Based in Yorkshire, it has been producing spreads since 1975, making almost 50,000 tonnes per year.

Since 1994 over £5 million has been invested to create Europe's most modern spreads facility.

Matthews Foods supplies most of the UK's major multiple retailers, is the primary supplier of fats to the food service trade, and works in partnership with a wide range of food manufacturers.

sustain) is a Japanese management tool for ensuring that a workplace stays clean and orderly, so that a safer, more productive and pleasant working environment can be maintained.

These principles apply as much to the office as the factory environment so, with over 130 staff, this would be a large training undertaking.

Finding the right blend

Lisa explained: "We reached the conclusion that a blended training solution would be ideal, using a combination of traditional face to face training and e-learning."

Thirty volunteers, to be trained as 'Lean Champions', came forward from across the business.

Over a two day period, Yorkshire Productivity provided this group of 30 with face to face training to help them drive lean initiatives through the business.

The remaining staff were given a thorough grounding in 5S using the e-learning training resources from Yorkshire Productivity.

Matthews Foods borrowed laptops from within the group and set them up as a temporary training suite.

All of the 5S e-learning training was completed over a 7 day period.

"It was easy to be flexible and take a person away from their normal activities for an hour without





disrupting production,” said Lisa.

“e-learning is new for us but it has provided an ideal solution. We could not have afforded the time or costs involved in training so many members of staff by traditional methods.”

Spreading the word

Six days of implementation are underway to put the 5S training into practice within Matthews Foods.

Three pilot 5S teams are now up and running and another 4 will be ready very shortly.

Matthews Foods is considering what tools are the most appropriate along the lean journey and will probably move forward with Kaizen and Standard Operations training.

“We are already seeing the benefits of the training although these are small and incremental as you would expect,” said Lisa.

“Teams are more empowered and therefore feel more involved. The operation looks neater with everything in its place to provide a more effective and efficient working environment.”

What is 5S?
The 5Ss are all about doing the basics. They provide a foundation on which to build other **lean activities**.
With a tidy, disciplined environment in place, you can then see many of the things which need further attention.

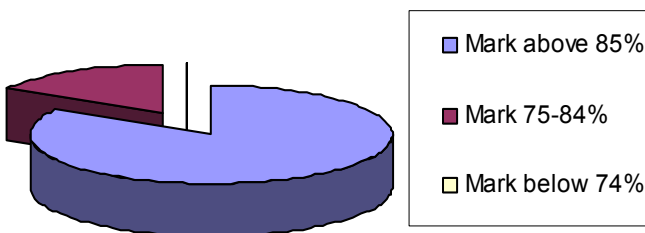
I've been looking for this spanner for ages.

What is 5S?
If the 5Ss are followed in a **systematic** order, then it can lead to improvements which can be sustained.
The animation below shows how implementing 5S can lead to improvements over time. Use the controller to build the animation step by step and click on each new button as it is revealed to find out what each 5S stage involves.

Before Development Time

Sort, Set in Order, Shine, Standardise, Sustain

Typical Summary of Learning Outputs



How e-learning can enhance your training

The use of e-learning is accelerating rapidly, as the benefits are becoming increasingly recognised:

- ◆ It provides a flexible delivery route. Internet-based solutions, in particular, allow users to learn at a time, pace and place to suit themselves
- ◆ Regular quizzes track learning progression and allow regular revision
- ◆ It helps 'close the loop' through online assessment
- ◆ It creates an online training record when used with the Training Management System
- ◆ It's cost effective as learners do not need to leave their place of work and tutors are not required
- ◆ Online assessment provides a means to re-assess understanding regularly without incurring additional costs
- ◆ It ensures all learners on a workshop are at the same starting point
- ◆ It's always up-to-date as changes can be incorporated quickly and released to all users without re-printing CDs/workbooks

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