The Client & Their Challenge

- The abattoir houses a team of approximately 300 people working together from the moment pigs arrive on site to when the primal joints leave. The team includes vets, meat inspectors, experienced butchers, administrative and management staff.
- The challenge was to identify the delivery of a 15% increase in throughput from start to finish of the process without increasing costs.

Highlights of the Intervention

- We carried out a BPM diagnostic focusing on all element of the end to end process from supplier through to the retailer. We also carried out more detailed data mapping for some of the critical processes.
- We created a detailed “ideal” future state and a feasible future state.
- We created project charters that enabled a clear understanding on what and how to implement projects to gain improvement.

Benefits Delivered

Financial
- Labour savings of £240k
- Additional 17% throughput leading to an estimated gross profit increase of £1.7m

Operational
- Despatch handling additional pallets with no additional resource
- Better utilisation of existing transportation
- Maximising existing equipment and capacity

Ways of Working
- Allowed the team to see the “bigger picture” from many viewpoints by working in a cross functional team
- Challenged current ways of working to allow blue-sky thinking
What we did and found?

- We carried out a BPM diagnostic to understand exactly where the issues sat across the business and how they interacted with each other. The process was split into sections; procurement, lairage, abattoir, chill & grade, primal cutting, boning, packing & despatching with a deep dive into the issues and complexities within each section.
- We discovered there were significant bottlenecks in the lairage (getting pigs to the belt), where the “beat” of kill was interrupted leaving a gap in the line. Once a gap is created, you can’t recover the production time.
- We observed the packing area layout did not create an environment for continuous flow and bottlenecks were evident at the weighing station.
- We found the layout in dispatch was not conducive to effective flow and the working area was very congested with streams of activity crossing each other. Because of the bottlenecks in the packing hall, it meant there were no natural gaps in flow to signal a batch changeover.
- We highlighted the following projects to meet the objective of 15% throughput increase;
  - Set-up of Daily Review Meetings and real time problem solving
  - Set up a preventative maintenance programme in Engineering
  - Apply “pull” at the lairage
  - Redesign the layout to encourage flow in the dispatch area

How we progressed the client on their journey

Before the BPM exercise started, processes and operations were in a stable condition. The exercise identified projects to progress the business into a position of continuous improvement and autonomy within a 6 month period.

Summary & next steps

- Carrying out the BPM exercise helped the team clarify & quantify problem areas and has given them the ability to think in a different way. They now have a clear vision and detailed action plans to make their visions a reality.
- Teams were identified and budget allocated for completing the work identified in the mapping.