

Kettle Foods: Using Process Thinking to drive the Continuous Improvement agenda

Client Testimonial

'Kettle Foods is a better business thanks to the S A Partners intervention'.

Dominic Lowe, Managing Director



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The Client & Their Challenge

- For several years, Kettle Foods had been undertaking an Improvement journey, very successfully within the manufacturing operation. They had established ways of working that included empowered teams, right targets and measures, right meetings and ownership, effective problem solving and effective use of Lean tools and techniques
- The Kettle Foods challenge was to establish and accelerate the Continuous Improvement agenda using a structured methodology throughout the rest of the business
- They also had the customer challenge of achieving M & S Lean Silver scorecard status

Highlights of the Intervention

- We took the senior leadership team through an S A Partners Lean Business Model ® awareness raising workshop to ensure they fully understood how we “think” and understand where our approaches and implementation models are derived from.
- We followed this with a series of workshops that addressed:-
 - Defining the Kettle Foods Process Framework and undertaking a structured “Hot spot” analysis to assess the effectiveness and efficiency of the relevant elements of these processes using expert facilitation
 - Selecting and prioritising the business processes that needed Improvement attention and ensuring all of the senior leadership team agreed with this decision
 - It was important to agree what will NOT be worked upon
 - Defining the strategic Continuous Improvement projects that addressed the key Process “hot spots” and completing project charters and plans
 - Defining the project governance method and agreeing how to visualise and communicate status
 - Establishing quarterly strategic review forums
- We underpinned the above with various expert consulting interventions to ensure key milestones were achieved and to train Kettle Foods staff in a different way of thinking.

Benefits Delivered

Financial

- This approach enabled substantial £ benefits to be delivered business wide. The exact details remain confidential at the request of Kettle Foods.

Operational

- This approach was a major enabler to Kettle Foods achieving M & S Lean Silver accreditation and will form a key platform for the M & S Lean Gold journey

Ways of Working

- Continuous Improvement no longer resides within “Manufacturing”. It now forms a formal part of the way the senior team manages and improves the whole business

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What we did and found?

- Via a series of structured workshops we took the senior team on a journey that enabled them to:
 - Define the Kettle Foods Continuous Improvement 3 year strategic vision, which was underpinned by their “car” analogy
 - Realise that Continuous Improvement is not just about ‘Manufacturing’ by getting them to construct their Process Framework and by then undertaking a “hot spot” analysis
 - Establish the prioritisation of the projects the senior team need to focus upon and own for next 12 months
 - Establish the Continuous Improvement project governance framework (define charters, sequence, define owners and define review mechanism)
- Provided the coaching and implementation expertise and support to assist the implementation of the various projects
- Repeated the process after a 12 month period to reset ongoing CI projects
- Repeated the whole process at Middle Management level



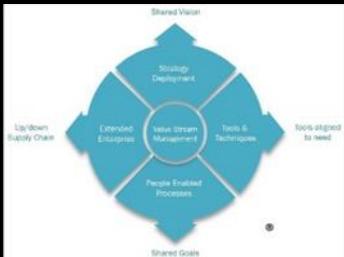
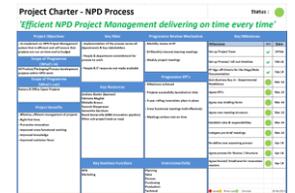
We will: Become a dynamic, efficient and reliable company embracing Continuous Improvement as a way of life

- By Having:*
- A robust strategy process that is deployed effectively to ensure a common direction – with aligned and stretching targets throughout the business.
 - Robust business processes that are continually evaluated and improved upon
 - All our people equipped with CI skills and competencies
 - An integrated supply chain that has embraced and engaged with CI

In order to: To deliver outstanding results through energised people at every level

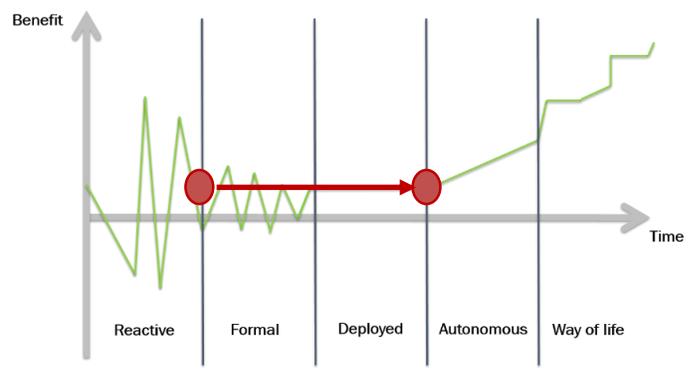


Project	ET Sponsor	Lead	RAG	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1) SKOP - One Number	Iain	Mike VB												
1a) SKOP - Full Process Review	Iain	Mike VB												
2) NPQ Process	Andrew	Tahmina												
3) Retail M&S team	Andrea	David												
4) RM Process Optimisation	Michael	Neil V												
5) Office environment	Neil L	Neil L												
6) Update appraisals	Neil L	Neil L												
7) L3 Leadership Dev	Neil L / Kathy	Kelli												
8) Raw Material WMS	Iain	Andy H												
9) Technical & Quality Systems	Michael	Michael												
10) Finished Goods WMS	Iain	Andy H												
11) IT Upgrade	Iain	Paul D												
12) Roll out Cont Imp	Neil L	Neil L												
13) Europe	Dominic	Dominic												
14) WCM	Michael	Paul												



The client's business wide operations progressed from 'Formal' to 'Deployed' status on the improvement journey.

How we progressed the client on their journey



- From Formal to Deployed.

Summary & next steps

- The intervention to establish a process-based, business wide system of Continuous Improvement was achieved with very good engagement and buy in from stakeholders
 - CI has now become one of the “ways Kettle Foods do business”
- Use the established system to define the “Going for Lean Gold” roadmap and validation

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