

Document reference: 116\_90213  
**Food & Drink News, Aug - Sept 2007**  
Circulation: 12,500

PIO FOOD AND DRINK AUG-SEPT 2007

## NEWS UPDATES



# PRODUCTIVITY IMPROVEMENTS ARE ICING ON THE CAKE AT RENSHAW

Productivity at the UK's leading manufacturer of marzipans and sugarpaste ---- has been given a boost with the help of engineering design and project management company, Lorien Engineering Solutions.

Throughout 2006, the Lichfield based firm has been working closely with Renshaw, a long-established manufacturer of marzipans, ready to roll icings, baking chocolates and jam, to improve profitability and productivity.

Renshaw, which employs 120 people at its factory in Liverpool, and a further 55 in Carlisle, Scotland, has seen its efficiency levels boosted on many products lines by over 20%, and the 'On-Time, In-Full' figure to 99%.

Lorien director Bill Treddenick said: "We began by putting in place the building blocks of a sales order planning system (which interfaced with the weekly production plan), and OEE measurement systems for each of the production cells.

"The latter clearly identified the initial areas of improvement, unlocking the potential of the factory. With the introduction of diagnostics, daily meeting processes and shop-floor communications, came a series of training events for everyone engaged in the manufacturing process. At first, everyone is a little sceptical about change, but very quickly people were utilising processes that in many cases were completely new to them, and the production benefits followed.

"We also worked closely with the management team to identify the business's objectives, goals, strategies and measures. The OGSM model provided some early successes for the



management team, differentiating the improvement projects that most supported the business objectives from the long list of projects that had accrued over time. It also provided some clarity as to the organisation structure for the factory, with the appointment of line team leaders and area coordinators.

"We have been delighted by the way the people at Renshaw have responded to changes in the organisation structure and to the operating systems. It has really been a very positive approach, and the staff have since been proactive in taking things forward with respect to workplace organisation and the continuation of staff training which is seen by the whole business as a key improvement tool."

The work conducted during the intensive phase of the programme has had a real effect on the bottom line of the business. During the course of the work in 2006 Renshaw increased its sales volume, and the plans for 2007 is to build upon the reliability of the manufacturing plant with a further increase in volume, whilst maintaining customer delivery performance 'on time - in full' which has risen to 99%.

Stephen Heslop, managing director at Renshaw comments: "As a leader in the industry we are continually looking to grow market share, expand our offering and innovate for our customers. Working with Lorien has honed our skills and, by evaluating where we can improve

productivity and efficiency, has secured real cost improvements to the business."

Renshaw is using inspiration and innovation to become Europe's leading sweet solutions provider and has been manufacturing sugarpaste and marzipan products since 1898. Its full product portfolio now extends to marzipans, caramels, fondants, mallow, ready to roll icings, baking chocolate coatings, inclusions and jams. Renshaw supplies to the manufacturing, wholesale, retail, food service and sugarcraft markets. Renshaw is a division of Napier Brown Foods, part of The Real Good Food Company plc.