

## Operating Excellence

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We have successfully delivered the first phase of our Operating Brilliance Programme (OBP) despite the disruption caused by Covid-19. Under the banner of Operating Excellence, we have several key workstreams driving operational benefits along with Team Member education and engagement, the primary ones being our Operating Brilliance Programme, Operations Forum, Supply Chain Forum, Process Blueprint/Product Design Framework, and our Engineering Forum.

## CONSISTENT

**SUPPORTING...**

The workstreams are strongly supported by our IT function who have developed a management information suite to enable informed decision making and embedded by our Operating Brilliance Leader and Practitioner accredited education programme.

We currently have 80 team members fully trained and accredited across the Group; we intend to double this number in the next year.

80

**80 team members fully trained in the Operating Brilliance Leader Programme.**

**ENHANCING...**

Our Group Supply Chain Forum initially focused on our Infor M3 ERP, which is now cloud based, and associated systems with a view to enhancing capability and getting the best out of them.

Following a review of how we operate, and how we intend to operate going forward, we are well placed to implement Group-wide supply chain solutions such as Group sales and operations planning, product lifecycle management and supply and demand planning systems.

**RESTRUCTURING...**

The Group embarked on a restructure to move the supply chain to a Group function.

This is now complete and leaves the Group well placed to leverage scale and best practice, and it provides focus on each of the core areas of the supply chain.



**REVITALISE...**

The Group also embarked on a revitalisation of its Sales and Operations Planning Programme as a key pillar in its meeting and reporting schedule and as a tool to manage the business in the medium term.

This has been successfully rolled out across the Group and enables us to identify and address at a more detailed level and provides a platform for supporting business growth and taking advantages of opportunities in a controlled and joined up way of working.



Our aim is to ensure we make fantastic, consistently high-quality, high-margin products in an efficient manner every day.

**EMBARKING...**

The Group embarked on a partnership with a best-in-class provider of supply chain integration software in the food and drinks industry.

This will provide the Group with an end-to-end supply chain management tool to maximize supply chain efficiency and cost. Its integrated machine learning platform covers demand planning, supply planning and finite scheduling which will see a significant step change in how we operate our supply chain in the future.

**STANDARDISING...**

Our Process Blueprint/Product Design Framework initiative is driving efficiency and quality improvements in all locations, with the aim of establishing and embedding knowledge of all our processes, enhancing, and embedding them through OBP activities.

Our aim is to ensure we make fantastic, consistently high-quality, high-margin products in an efficient manner every day. Process Blueprint is key to our environmental credentials in terms of reducing resource consumption and waste across the business.

# BETTER

**BETTER...**

One of the main pillars of Process Blueprint is ensuring that our equipment and processes operate at Operational Excellence Management (OEM) standards or better every day, we are nearing completion of the implementation phase of a Computerised Maintenance Management System (CMMS) across the Group, coupled with an Asset Care and Management Programme which is linked to our OBP.

