

Gemba Rapid Improvement Workshop for William Grant & Sons



Client Brief:

Improve labour efficiency

World-renowned premium spirits company William Grant & Sons have worked hard to develop a culture based around quality and continuous improvement and have successfully secured many production improvements and efficiencies using this approach. When focus turned to the Company's packaging processes, Brian Gray (Packaging Area Manager) asked Gemba Solutions to help facilitate improvement activities, focusing on improving labour efficiency.

One of Gemba's CI Practitioners ran a 5-day Rapid Improvement Workshop at the site to rebalance the packaging process, and to educate the team on target awareness. "Before and After" videos of the process helped to highlight the changes that the team made.

With this facilitation from Gemba, and concentrating initially on only 1 of the products that pass through this area, the Packaging Team implemented process changes that enabled William Grant to achieve a 25% labour cost reduction.

To sustain this gain, Gemba's CI Practitioner has followed up with a weekly tele-conference with the team to check on progress. This has resulted in continued process improvements across all products.

"The rapid improvement workshop delivered exactly what I was looking for. It was a high energy and engaging week for the team that work on the production line we focussed on.

The performance of the line improved during the workshop and the team have continued this and are realising further improvements. True employee engagement comes from developing people and empowering them to be able to make the right decisions and to be able to own continuous improvement in the area they work.

This workshop has created further momentum for us in this important area as we recognise that our people and our processes are the foundation of our competitive advantage"

Brian Gray
William Grant & Sons

Results:

25% labour cost reduction

Workshop cost recovered
in 8 weeks