



Turners uses marginal gains to improve quality and service to the customer

BUSINESS OUTCOMES

- 77% error reduction
 - 23% reduction in training costs
 - 19% process efficiency gain
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MINDSET PROGRAMME

- An inspirational talk followed by an interactive development day to engage senior managers and drive growth mindset and marginal gains across the organisation
 - Mindset Advantage development reports and actions plans to embed new behaviours
 - Toolkit of practical techniques and templates to build and embed growth mindset and marginal gains at all levels
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“Applying marginal gains to our business is driving up quality and productivity across our Group.”

Paul Day
Managing Director
Turners

EXECUTIVE SUMMARY

EXCELLENCE IN SUPPLY CHAIN SOLUTIONS

Turners is one of the UK’s largest haulage companies and has an enviable reputation for providing professional and innovative supply chain solutions. As well as its expertise in logistics throughout the UK and Europe, the company provides further value-add services to meet increasing customer demands, including temperature-controlled storage and fruit packing and transport.

OBJECTIVE

Delivering high quality and cost-effective supply chain solutions is particularly important for Turners’ Pre Pack Solutions (PPL) division. Packing fruit for several of the UK’s highly competitive, low margin grocery supermarkets requires maximum efficiency and minimum error. Any packaging or labelling mistakes or delays can cost tens of thousands of pounds as well as damage customer relationships. Turners’ PPL division wanted to further minimise the chance of errors, improve training and further increase efficiency to ensure the highest levels of service to the customer.

SOLUTION

Turners brought in Matthew Syed Consulting to drive growth mindset and marginal gains across its senior management team and, through them, across the organisation. The programme inspired and motivated Turners’ managers and equipped them with proven and practical tools and techniques for embedding new attitudes and behaviours at all levels. Turners’ managers then used the Matthew Syed Consulting toolkit with their own teams to drive growth mindset and marginal gains across the business.

OUTCOMES

A range of improvements have been implemented across the Turners Group and, we have focussed on the PPL division for this study. A series of marginal gains have delivered impressive outcomes, including:

- 77% error reduction by continually improving processes and reducing manual data input
- 23% reduction in training time and costs thanks to simpler processes and further automation
- 19% efficiency gains around quality checks
- Efficiency gain through a seamless shift handover.

Each change, driven by the marginal gains process, has made an improvement in the service provided to the customer and this has had a positive impact on the business as a whole.



“Working with Matthew Syed Consulting was really motivating and enjoyable as well as practical. We were given the tools to talk about growth mindset within our own teams and used the workshop template to develop, evaluate and then prioritise potential marginal gains to deliver maximum benefit.”

Tanya Leonard
Production Manager
Turners

“By simplifying processes through a series of marginal gains, we have managed to reduce training time without compromising our standards, accelerating the time required to achieve full productivity from new staff.”

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AIMING FOR EXCELLENCE

Packing fruit for the UK’s leading supermarkets is a not an easy task – food safety and ethical compliance are placing increasing onus, and costs, on Turners’ PPL division. Tanya Leonard, Production Manager at Turners, explains, “We must comply with different customer processes and procedures and be able to trace an item through every step of the supply chain. This increases our costs and the complexity of our processes.” The company also faces a challenging and changing labour market, such as increasing numbers of staff with little or no English while maintaining a no, or minimal, error environment. As packing or labelling mistakes can cost Turners tens of thousands of pounds in corrective actions and penalties, the company wanted to increase the quality and efficiency of its processes to reduce errors and minimise costs.

DRIVING MARGINAL GAINS WITH PROVEN TOOLS AND TECHNIQUES

Turners turned to Matthew Syed Consulting in order to drive and develop growth mindset across the senior management team and deploy marginal gains throughout the organisation. A comprehensive programme was delivered, including current mindset analysis using the Mindset Advantage digital tool, as well as workshops to equip the team with proven yet practical techniques and to apply in their own business units and share with their staff.

“Working with Matthew Syed Consulting was really motivating and enjoyable as well as practical,” comments Tanya. “We were given the tools to talk about growth mindset within our own teams and used the workshop template to develop, evaluate and then prioritise potential marginal gains to deliver maximum benefit.”

Turners PPL division also established a team that would drive and implement marginal gains across its operations and identified champions amongst the workforce to help drive growth mindset and suggestions for improvements across all staff. The team also held weekly review meetings to discuss mistakes or inefficiencies, create a ‘no blame’ culture and share learnings to drive and prioritise further improvements.

INCREASING QUALITY AND EFFICIENCY

By driving growth mindset and adopting a structured, best-practice approach to marginal gains, Turners PPL division has made a series of changes resulting in dramatic process improvements and significant business benefits, including:

77% error reduction – food packing and labelling is highly detailed and complex and must comply with legal requirements. Reducing manual text entry and adding greater intelligence to the labelling software system has reduced monthly error averages from 5.25 to 1.21, driving up customer trust and satisfaction and avoiding the risk of costly emergency product withdrawal (EPW) processes and associated financial penalties.

23% reduction in training time and costs – streamlined processes and greater automation have made it quicker and easier to train new staff and supervisors. “On-boarding and training staff is a major investment for Turners due to the seasonality and volatility in workload,” explains Tanya. “By simplifying processes through a series of marginal gains, we have managed to reduce training time without compromising our standards, accelerating the time required to achieve full productivity from new staff.”



“The improvements we have made around shift changes have reduced the risks, and potential costs, of non-compliance.”

Tanya Leonard
Production Manager
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19% efficiency gain for quality checks – the processes required to ensure that the quality standards were met incurred significant time and resource. By thoroughly reviewing processes and making improvements to labelling, the time required for an effective quality check has been reduced from almost 21 minutes to less than 17, saving approximately 18 person hours per week.

Efficiency gain on shift handover – shift changes previously halted production lines for a few minutes on each machine. This also added to compliance risks and required additional checks as well as other tasks to be performed before production could recommence. Shift handover is now seamless and production is uninterrupted. “The improvements we have made around shift changes have also reduced the risks, and potential costs, of non-compliance,” comments Tanya.

Each change, driven by the marginal gains process, has made an improvement in the service provided to the customer and this has had a positive impact on the business as a whole.

Turners PPL division has also witnessed a change in staff attitudes and behaviours, as Tanya comments, “Staff at every level have really engaged with growth mindset and marginal gains and feel more empowered and accountable, which is helping drive continued improvements across our operations.”

Turners is continuing to pursue marginal gains, aiming to further reduce error and increase efficiencies to improve the quality of service that it delivers to clients. “Applying marginal gains to our business is driving up quality and productivity across our Group,” concludes Paul Day, Managing Director at Turners.