



SUCCESS STORY

Challenge

The palletising division of the world's leading glass manufacturer faced a situation where their operating costs were disproportionately high compared to other non-core functions within the business.

This was due to poor accountability and management of staff, which resulted in low productivity, poor morale, high attrition and overtime rates. Their high costs were further compounded by high scrap rates, an elevated level of lost time injuries and plant machinery which was not fit for purpose, slowing throughput.

Approach

Drake was engaged as an onsite Managed Service managing the entire operations across 4 sites. Our experienced consultants project managed all aspects of the process - conducting a full risk assessment, consulting on all aspects of the workforce, conducting workflow analysis and liaising with the previous incumbent. In our role as Master Vendor we managed the spend on all consumables, negotiating and liaising with suppliers.

Drake also invested in new plant machinery, resulting in dramatically increased productivity with greater throughput and a significant reduction in overtime hours.

Solution

Improved workforce planning enabled a reduction in the temporary workforce by 25%, reducing staff costs by 14%, and by transferring senior staff to permanent contracts, costs were reduced by a further £35,000.

Working as a Master Vendor, Drake consolidated external suppliers from 46 down to 9 - creating efficiency savings, leveraging spend and improving payment terms.

By supplying real-time data, stakeholders were given greater visibility, allowing them to make better business-critical decisions resulting in increased production and productivity. The combination of these solutions implemented by Drake resulted in an overall reduction in operating costs by 22% - saving £1 million within the first year alone.

KEY SUCCESSES



Reduced Operating Costs by 22%

Within the first year, Drake reduced overall operating costs - saving **£1million**.



Reduced Staff Costs by 14%

Improved workforce planning enabled a 25% reduction in the temp workforce.



Greater Visibility

Cloud-based technology allowed stakeholders to make better business decisions.