

# Scottish Manufacturing Advisory Service

## Waste crumbles at Burton's Biscuits with TOS monitoring

### The challenge

A crucial element of any food manufacturing company's operation is to manage and control product waste. 'Pack giveaway' is wastage resulting from pack net weight exceeding target weight. This is known as Turn of Scale [TOS] waste, and Burton's Biscuits wanted to focus on minimising it in their plants.

Two packing lines formed the scope of the project to measure, control and reduce TOS. Operators and Line Managers were engaged by actively involving them in the project so that they understood and owned both the new process and the TOS measure.

### The company

The plant in Edinburgh employs just over 500 full time employees in the manufacture of biscuits and snacks for the UK food industry.

The plant produces over 30,000 tonnes of product per annum, as the second-largest biscuit manufacturer in the UK.

The parent company Burton's Foods was formed in 2000 following the merger of the Horizon Biscuit Company Ltd and Burton's Gold Medal Biscuits Ltd.

### How SMAS helped

SMAS delivered a six day project plan over a seven month period, which established project deliverables and TOS scope and targets. Line managers were engaged from the outset to build their awareness and understanding. Through interaction with line teams, general awareness and understanding of TOS and the need to reduce waste was improved.

TOS was accurately measured using hourly short interval control [SIC] methods so that performance could be proactively managed at line level, and was implemented over three shifts on a pilot line.

**If you would like to find out how SMAS can help you or your business please contact us on 0845 607 8787 or visit our website <http://www.scottishmas.com>**



Biscuit production at Burton's

**“A reduction in TOS from 1.6% to 1.1% was achieved over a 6-8 week period on the Pilot Line, with a target to reduce further.”**

**Jim Norton, Continuous Improvement Manager**

### Company contact

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## What was the impact for the company?

A sustained reduction of TOS from 1.6% to 1.1% was achieved over a 6-8 week period on the Pilot Line, with a target to reduce further. A TOS reduction from 1.1% to 0.9% has been achieved on the second line so far.

Early involvement of Line Operators and Line Managers gave them scope to influence and take ownership of the project.

## Lessons learned

Follow up reviews were carried out to ensure that initial usage of the system was achieved and that TOS performance was improving. A review of the pilot implementation took place, from which lessons were incorporated back into the pilot line and developed for the second line. The pilot line was reviewed after achieving successful results and feedback from the line team the system was then tailored and rolled out to a second line.

## Outcomes

All tasks were carried out with a great deal of input from the Line Team and Management Support Team. Everyone involved has been very supportive of the project and played a key role in the ongoing usage of the system.

Through setting targets at a short interval control level, the culture to drive improvement has become proactive.

“I was impressed with the down to earth and practical approach by SMAS when engaging with operators and managers. Establishing trust with the line teams was critical to the success of the project. SMAS’s support was focused on common objectives reinforced with a desire to deliver the improvements.”

Jim Norton, Continuous Improvement Manager, Burton's Biscuits

## Find out how SMAS can help your business

Whatever kind of manufacturing help or support you're looking for, the Scottish Manufacturing Advisory Service can provide it professionally and quickly. Most of the time the support is free of charge.

SMAS will help you address any pressing issues, and will assist you in embedding continuous improvement practices into your business to ensure that the changes you make now will continue to provide a real business benefit in the future.

For more information, visit [www.scottishmas.com](http://www.scottishmas.com) or telephone 0845 607 8787.