



## Case Study/ Transforming Waste Into Benefits at Viridor

Viridor is one of the UK's leading recycling, renewable energy and waste management companies. Part of the FTSE 250 Pennon Group, Viridor puts waste into action, transforming it into high quality recyclables, raw materials and energy. EMS Cognito has worked alongside Viridor at their Oldham site, implementing Lean RCM techniques to improve their already high standards in operations.



Transforming waste™

'The EMS Cognito IMPACT Masterclass® pilot at Viridor has been a great success. Lean thinking enabled us to reduce our maintenance labour by 89% and the project as a whole resulted in a 6% increase of plant availability. Production and Engineering teams are now fully engaged and working alongside each other with one common goal, continuous improvement'.

Damon Brierley, RCM Manager, Viridor Oldham

## About the Programme

IMPACT Programme® is effective and sustainable; it improves manufacturing performance and transforms culture. IMPACT Masterclass® represents our approach to implementation:

- Tried and tested teaching methods best suited to manufacturing
- The introduction of new and innovative practices
- Hands-on facilitation by an improvement specialist
- The coaching of an internal champion
- Working in partnership at all levels of seniority in the company

## Opportunity

Viridor's Oldham site was already operating to a high standard, however they recognised that there was opportunity to improve reliability. The aim for the site was to streamline and enhance existing processes in order to achieve a corresponding reduction in operating costs.

## Action

Following a successful pilot programme, EMS Cognito implemented an IMPACT Masterclass® at the Oldham site. This has resulted in more integrated teams developing new skills to change and improve their workplace. A team of process experts have been developed to take ownership of the strategy and will continue to deploy the techniques, thus underpinning its long-term sustainability.

## Results

The EMS Cognito IMPACT Masterclass® has standardised and streamlined existing processes at the Oldham site; resulting in a significant increase in efficiency and operating performance. From the team's perspective, individuals have been given the opportunity to develop new skills and competences culminating in the achievement of a Lean RCM Practitioner Qualification. By introducing this qualification, Viridor has proven its dedication to the development of its employees.

EMS Cognito is a UK-based operations consultancy with a track record of helping leading manufacturers, processors and utilities in diverse industries gain competitive advantage. We employ a unique blend of World Class methodologies and an integrated approach to implementation to help companies make lasting improvements to their operation.

Visit [www.emscognito.co.uk](http://www.emscognito.co.uk)

## IMPACT Programme

Improved Manufacturing Performance  
And Cultural Transformation

Our Impact Programme is unique; it engages managers at a strategic level, identifying opportunities within operations to both increase profitability and add value for customers.

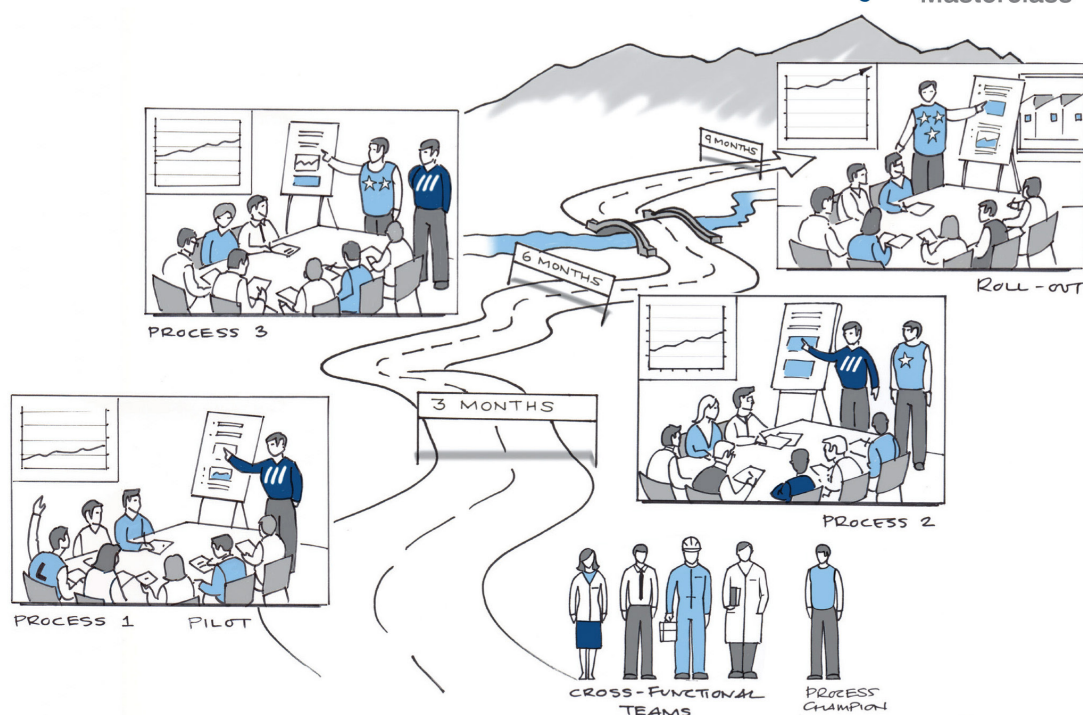
- Employs our own blend of methodologies
- Focuses in-depth on the most critical processes
- Produces early wins that gain momentum
- Transfers expertise to cross functional teams

## IMPACT Masterclass

IMPACT Masterclass is a unique implementation method that serves a central role in executing the strategy to achieve your operational goals. We design each IMPACT Masterclass around your company, your circumstances and your particular requirements.

### IMPACT Programme – The Masterclass Approach to Implementation

**IMPACT**  
Masterclass



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