



## Case Study / IMPACT Masterclass in Process Improvement

“Viridor is one of the UK’s leading companies specialising in the transformation of waste into renewable energy, raw materials and high quality recyclables. With a multifunctional team from Viridor’s Manchester region, EMS Cognito facilitated an IMPACT Masterclass Programme™ in process improvement to make further improvements to existing high standards.



“Each day our staff carry out tasks that ensure we are compliant with our permits and procedures and Process Improvement provides a systematic and tested methodology that eliminates waste and streamlines processes, allowing you to direct effort to maximise benefits, work leaner, improve productivity and reduce costs.”

Andrew Bewick, Area Manager MBT, Viridor

### 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

As part of its continuous improvement vision, Viridor recognises the need to constantly challenge and eliminate non-value adding time and tasks from its operations. In this case, it was identified that production and maintenance team leaders were spending too much of their time on “hidden processes” thus limiting their time for value-adding activities.

### Action

EMS Cognito facilitated an IMPACT Masterclass in Process Improvement involving a multifunctional team consisting of; human resources, training, quality, operations and maintenance. The masterclass process enabled the team to map out and fully understand current processes enabling them to see the waste. By collecting and using data, the team was able to identify opportunities for improvement and put together an action plan for realising the benefits.

### Results

In addition to learning new skills the EMS Cognito IMPACT Masterclass Programme™ in Process Improvement allowed the team to eliminate more than one day per week of non-value adding activity from each maintenance and production team leaders weekly schedule. This 20% gain in available time means this group of people can now dedicate significantly more time to delivering continuous improvement strategies that keep Viridor as a leader in its sector.



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

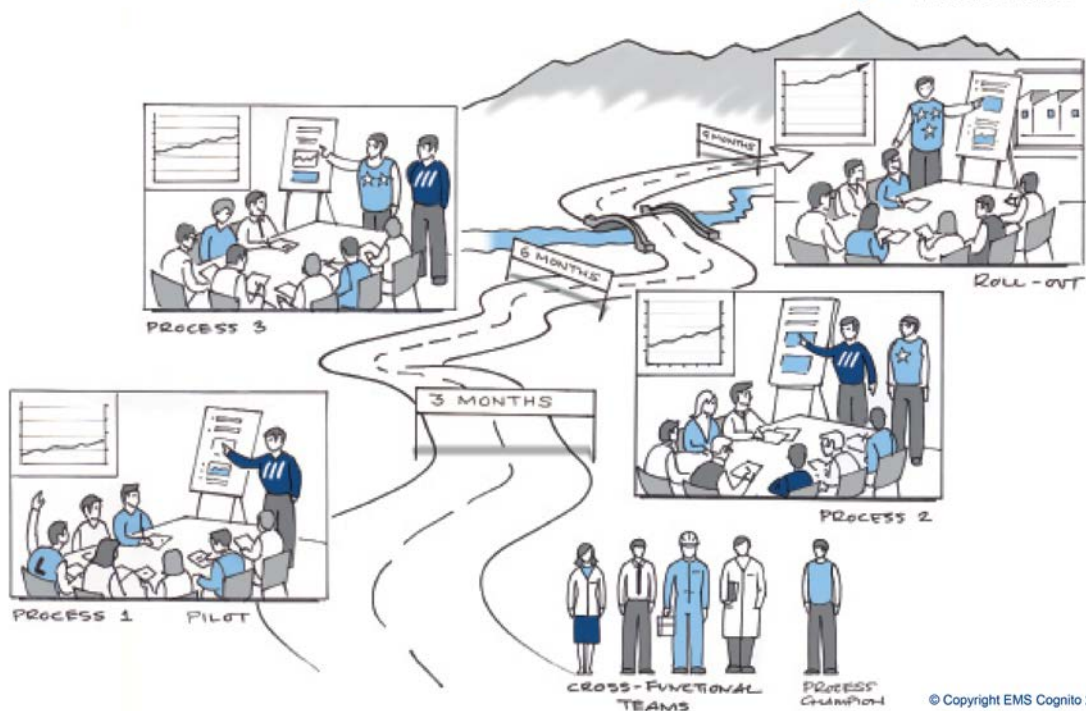
Our IMPACT Programme™ is unique; it engages managers at a strategic level, identifying opportunities within operations to both increase profitability and add value for customers.

- 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



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