

# Reduce that waste line!

**Challenge:** to reduce material waste, boosting efficiency and profitability.

**Solution:** Label Apeel signed up to a Vision in Print (ViP) Material Waste Reduction Programme

**L**abel Apeel Ltd is a small family firm of 34 employees, based in Leicester. Established in 1994, it specialises in manufacturing labels for the food and pharmaceutical industries and offers a complete service from artwork to final product.

The company had already focused on improving aspects of its business, but had seen raw material spend as an unavoidable operating cost. The answer was to sign up to a ViP Material Waste Reduction Programme, specifically designed to tighten up on this and other areas of wastage. The five-day programme encouraged the staff to monitor the amount of paper used in

press and finishing operations. They established measures to determine the amount of wastage created through make-readies, running waste and unplanned overs, which identified the main contributors of waste. They also set up a number of waste disposal points.

### Brainstorming

The ViP engineer encouraged the team to brainstorm the main causes of waste. Operations Manager Joe Bennaton says: "Through these sessions, we realised that we carry out several wasteful activities. For example, we sometimes run the remainder of a reel through the machine, and don't use part reels."

Using their newly gained understanding of data analysis techniques, the team set about improving the management of part-reels for set-ups. It created a clear and easy-to-follow diagram for controlling part reels, which was an instant success.

### Matrix

With the aid of the ViP engineer, the team put its skills to use investigating overs – which had been identified as a major cause of material waste. It developed a matrix of jobs and material required against customer order and waste. This revealed potentially large savings to be made by reducing unnecessary overs at each stage.

**"THE PROGRAMME FOCUSED OUR ATTENTION ON MATERIAL WASTAGE WHICH WAS AROUND 16 PER CENT OF OUR MATERIAL SPEND OF £1 MILLION A YEAR. WE HAVE NOW REDUCED WASTE BY OVER 60 PER CENT IN UNNECESSARY OVERS AND CAN LOOK FORWARD TO SUBSTANTIAL ONGOING SAVINGS YEAR ON YEAR."**

**STUART KELLOCK,  
MANAGING DIRECTOR**



One team member was selected as 'Lean champion'. His role is to manage all material waste reductions at the company, to ensure that the new practices are sustainable.

#### Streamlined

The team is now self-sufficient, confident in its approach to tackling waste issues through the workplace and implementing them through Standard Operating Procedures – which in turn streamlines the entire printing process. Everyone in the company realises that they have a vital role to play in improving efficiency.

Stuart Kellock, MD of Label Apeel: "We have reduced waste

and increased profitability. Our staff have learned new tools and techniques, and gained a better understanding of other departments' issues. Now all our employees have an awareness of waste and how to reduce it."

Like most printers, materials are the largest direct cost to Label Apeel. The programme showed that 14 per cent of material was used on running waste, overs, plate and colour changes, while only 3 per cent was lost on set-ups. By implementing new procedures and following Best Practice, the company's projected benefits are £96,000 saved from reduced overs and £7,000 from improved management of part reels.

#### How does the Material Waste Reduction programme work?

- Identifies the biggest and most easily remedied causes of materials waste
- Introduces simple measures to identify and track waste reduction
- Teaches your employees how to problem solve using their knowledge and experience
- Standardises processes to lock improvements in place
- Communicates the impact of waste on profit and job security to all employees

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#### KEY BENEFITS:

- Tangible cost reductions and profits boost – saving up to 5% of materials spend
- Low implementation costs and quick results
- Improved environmental credentials
- Increased employee awareness and ownership
- Employees coached to use best practice solving techniques