



## An appetite for continuous improvement

LARGO FOODS, LEADING MANUFACTURER OF SNACK FOODS in the Republic of Ireland, has harnessed the power of the Idhammar OEE System and guidance from leading manufacturing consultants, Lauras International, to drive a continuous improvement agenda and gain significant savings in just six months.

Since the company was established in 1983 in Ashbourne, County Meath, Largo Foods has celebrated considerable growth, acquiring a number of respected brands; Tayto, King and Hunky Dorys. Largo Foods is the largest manufacturer on the island with a turnover in excess of €90 million largely derived from a number of private label business contracts with large retailers in the UK market, including Tesco and Morrison's. To continue its significant growth, Largo Foods is committed to operational excellence in order to maintain its exceptional track-record as a supplier of high quality crisps, snacks and popcorn.



### Establishing the opportunity for improvement

At the start of 2008, under the supervision of Largo Foods' General Manager John Donnelly, the manufacturing site in Gweedore embarked on a journey of continuous improvement. The consultants from Lauras International were invited to support the programme, ensuring integration across the site in order to deliver rapid and sustainable results.

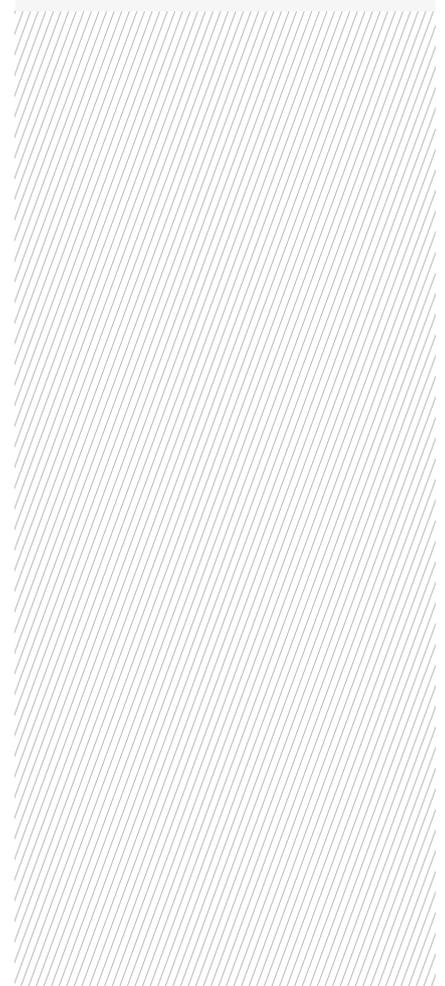
Identifying opportunities to improve is seemingly difficult in a site, like Gweedore, that was already performing well. Lauras International's approach was to assess the size of opportunity available through a detailed assessment of manufacturing processes. This comprehensive understanding of the operational framework already in place enabled them to correctly identify and apply a range of lean-based tools to optimise resources for every line. The next step was to appoint and train an onsite Continuous Improvement Champion to collate and analyse site performance data which could be used to inform an improvement agenda.

"Lauras International's consultancy has been invaluable; through coaching and developing our internal line managers, we are now equipped to drive through operational changes"

*Michael Logue, Continuous Improvement Champion, Largo Foods, Gweedore*

### In-house measures

The Gweedore site had already recognised the importance of measuring plant productivity, efficiency and lost downtime and had a spreadsheet system in place. But whilst spreadsheets proved the ideal way to start inputting vital plant statistics, analysis of the data was proving both time consuming and complicated. Furthermore, deploying an international standard performance measure, OEE (Overall Equipment Effectiveness), would enable Largo Foods to highlight improvement opportunities by compounding the effects of availability, performance and quality losses on a day to day basis. Therefore, under the guidance of Lauras, Largo Foods put to tender for an easy to use, low cost OEE analysis package to replace their spreadsheets.





## Immediate and sustainable improvement

The Idhammar OEE System was implemented in February 2008 with installation and technical assistance from Idhammar Systems and project management and training services provided by Luras International. This successful project enabled the easy input of data, and with powerful drill down analysis on the basis of product, shift and plant, Idhammar OEE identifies top losses of efficiency which drive Largo Foods' Improvement Agenda. As well as providing vital operational data to inform day to day processes, the system also establishes trends over weeks and months in order to support the long-term hands on improvement cycle at Largo Foods.

## Performance guaranteed

Largo Foods is already achieving quantifiable financial savings and has plans in place to ensure ongoing waste reduction, increases in capacity and improvements in efficiency.

'We are pleased with the progress we're making at the Gweedore site, indeed we're so pleased that we're planning to roll out the programme to our other manufacturing sites.'

*John Donnelly, General Manager, Largo Foods, Ireland*

Luras International specialises in manufacturing improvement solutions and consultancy and has a proven track record of delivering rapid, sustainable productivity improvement through a blend of insight, experience and the use of tried and tested lean tools and techniques. In fact, Luras is so proud of its reputation that a performance outcome guarantee is built into each proposal - and that's where Idhammar Systems comes in. The Idhammar OEE system is able to intelligently inform manufacturers' continuous improvement agendas and provides a benchmark for performance before and after changes are made.

## For more information

Luras International is a global company with operations in Australia, UK and USA holding a track record of success in delivering results orientated solutions which reduce cost, improve quality and transfer skills to customers. Visit [www.lurasinternational.com](http://www.lurasinternational.com) or call +44 (0) 207 558 8730 for information.

Idhammar Systems is a leading European supplier of Overall Equipment Effectiveness (OEE) Systems which have proven their worth with a wide-range of clients in prominent blue-chip companies. To find how Idhammar's OEE Systems can contribute to your world class manufacturing programmes visit [www.idhammarsystems.com](http://www.idhammarsystems.com).

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*It's genuinely surprising, the losses identified would have been unquantifiable without Idhammar OEE, and with the right training from Luras, the Improvement team knows exactly what to do to drive the biggest benefits to the site.*

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JOHN DONNELLY, GENERAL MANAGER  
LARGO FOODS, IRELAND



LAURAS INTERNATIONAL  
RAPID, SUSTAINABLE PRODUCTIVITY

