

FOUNDED BY



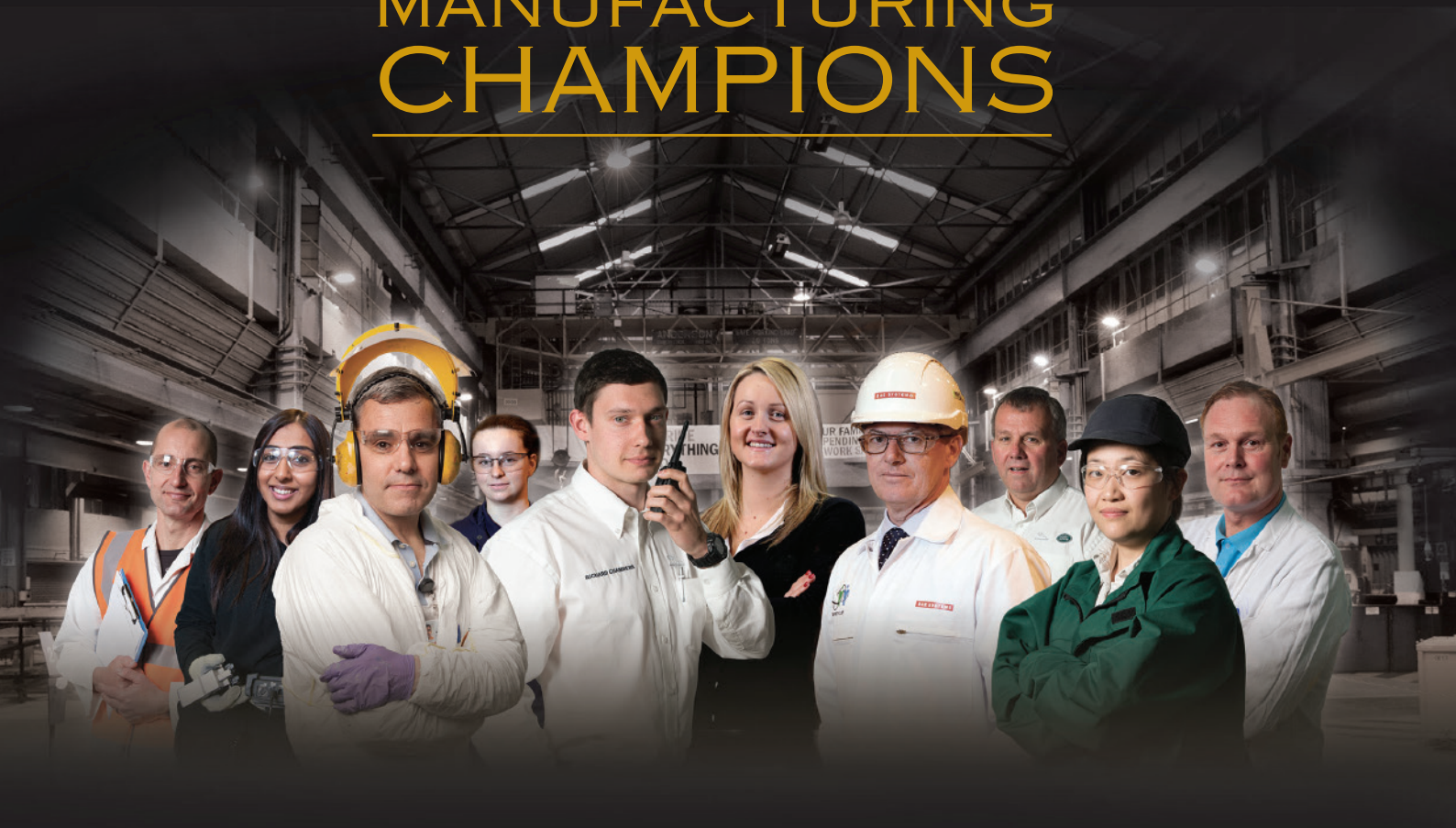
HEADLINE SPONSOR



INSPIRE | EDUCATE | IMPROVE



# WORKS MANAGEMENT MANUFACTURING CHAMPIONS



THE MIDLAND HOTEL ★ MANCHESTER ★ 3 DECEMBER 2015

[www.manufacturing-champions.co.uk](http://www.manufacturing-champions.co.uk)

SPONSORS





# CONTENTS

## **3 JULIE MADIGAN**

Chief executive, The Manufacturing Institute

## **MAX GOSNEY**

Group editor, Works Management

## **5 EMPLOYEE-LED INNOVATION AWARD**

Will Haynes, engineering technician, De La Rue, Loughton

## **7 RISING STAR AWARD**

Jacob Hoster, apprentice, Carl Zeiss Microscopy, Cambridge

## **9 SAFE WORKPLACE CHAMPION AWARD**

Richard Heffernan, health and safety advisor, Fujifilm Speciality Ink Systems, Broadstairs

## **11 UNSUNG HERO AWARD**

Gary Ashby, senior process technician, Fujifilm Speciality Ink Systems, Broadstairs

## **13 COMMUNITY CHAMPION AWARD**

Derrick Lewis, engineering manager, Schaeffler (UK), Llanelli

## **15 MANUFACTURING TEAM AWARD**

Alcoa Hydraulic Gap Control and Taper Rolling Implementation Team, Kitts Green

## **17 MANUFACTURING LEADER AWARD**

Mick Straw, operations director, Hi-Technology Group, Waterloooville

## **19 MAINTENANCE TEAM AWARD**

Siemens, Congleton

## **21 SUPPLY CHAIN CHAMPION AWARD**

Bryan Beck, learning and development specialist, Plastipak Packaging, Wrexham

## **23 ENERGY CHAMPION AWARD**

Ken Tidd, Alcoa Manufacturing GB, Kitts Green

## **24 THE JUDGING PROCESS**

Meet the judges and discover how they reached their decisions

## **26 THANKS TO OUR SPONSORS**



Published by findlaymedia

Findlay Media, Hawley Mill, Hawley Road,  
Dartford, Kent, DA2 7TJ



# ALL MANUFACTURERS, GREAT AND SMALL

**JULIE MADIGAN**

Chief executive, The Manufacturing Institute

There is a desperate need for a clear industrial strategy for our country to support our ever-growing demands.

Driving up investment in skills, technology and expanding our manufacturing and technology businesses should be at the top of any government agenda.

In this climate there is a stronger than ever need to reward outstanding performance, teamwork and adding value to customers.

This has been a recurring theme for The Manufacturing Institute during our last 21 years as we have worked with 10,000 companies, educated 50,000 manufacturers and delivered more than £1.1 billion of cost benefits.

Time and time again we have seen that it is people who make a business successful. Sometimes those people haven't had any formal management

or leadership training, but this can often light the touchpaper to increased confidence and success as people move from follower to leader.

At this year's Manufacturing Champions Awards we've seen some great examples of people who have made a real impact on their businesses in many different ways.

And it isn't just the big names that are making the headlines. Small and medium-sized enterprises have their champions too and it has been great to hear about the success stories of many of the SMEs who entered this year.

Manufacturing SMEs are very often the home of creativity, innovation and a real can-do attitude, and we've seen all those qualities in this year's Manufacturing Champions Awards.

While working on our £2.4 million Profit Programme, part-funded by the



European Regional Development Fund and aimed at supporting North West SMEs, we have found some great teams proud of their manufacturing heritage.

During this 18-month long programme we have helped to create jobs, protect jobs, taught new skills, introduced new or improved products, processes or services and, most impressive of all, delivered £66.8m of gross value added.

We are delighted with these results and to be part of today's celebration of manufacturing.

Congratulations to all.



## THE EMPIRE STRIKES BACK

**MAX GOSNEY**

Group editor, Works Management

However, pretty quickly it became apparent that, for this sequel, things would be very different. The Conservatives' election win last May gave us urgency: a use it or lose it opportunity to show the new government that Britain has the manufacturing talent to deliver Tory plans to rebalance the UK economy.

We knew our main protagonists wouldn't fluff their lines. Manufacturing employees had responded superbly to our call for tales of shopfloor heroism back in 2014. But we were aware that the original cast had plenty more examples of production-floor professionalism in their locker. And the class of 2015 doesn't disappoint. Over

the pages of this brochure you'll find a dizzying array of people-led innovation, added value and achievement that should be the pride of Britain.

Like the hot shot apprentice who became a world sensation in electron microscopy (p7), the comeback king who took a down-and-out department to glory (p11), or the ops director with a horse whisperer-like talent for winning the trust of his workforce (p17).

There's enough material here to spawn a string of Hollywood hits. Yet, we'd settle for a trip to Downing Street for our winners and a chance to audition for a starring role in the government's next phase of economic growth. Action, please Mr Cameron.

Sequels, as anyone who saw *Speed 2* will testify, can be turgid affairs. Shorn of the impetus of the original they quickly spiral into an orgy of special effects to mask the gaping inadequacy of the script.

No so pressure then when we sat down this summer to produce a follow-up to our critically-acclaimed debut Manufacturing Champions Awards of 2014.



## SPONSOR



# EMPLOYEE-LED INNOVATION AWARD



## WINNER

### Will Haynes

Engineering technician,  
De La Rue, Loughton

You will find many spurious patents filed under the genre of money-making machines. However, Will Haynes of banknote manufacturer De La Rue has delivered the real deal with his polymer unblocking device that could save more than £250,000 a year in the printing process.

Will created the machine after the Bank of England launched a particularly gloopy range of polymer-based banknotes. Paper banknotes use a printing process known as intaglio, which applies large amounts of ink onto paper under great pressure. On the polymer notes, the ink rapidly hardened the sheets and made manual unblocking difficult as well as potentially dangerous.

Other countries like Mexico and Australia had thrown manpower at the problem and employed extra people on the press to pull the sheets unstuck. However, Will sought a more sustainable and safer solution.

He began by studying the manual unblocking process alongside print assistants on the presses. Armed with this insight, he drew up a concept design for an automated unblocking device and persuaded senior managers to part with £3,000 to support his prototype. Will trialled the unblocking machine mark I with

print assistants and then incorporated their feedback into an enhanced mark II machine.

The process was repeated and mark II was quickly superseded by a final mark III version. This machine, similar in stature to an industrial-sized rolling pin, was put to the ultimate test in trials against operators. Human hands went first and notched up a time of 180 seconds to manually unblock 200 of the new polymer sheets. Will's unblocking device powered through the same volume in just 79.1 seconds. Yet speed wasn't the only advantage.

The device negated the need to call in additional people to the press, a step that had caused overcrowding and inhibited workflow on the factory floor during testing. Safety standards improved as employees were kept away from the extensive manual handling involved in manual blocking. And quality standards soared as excessive human handling causes the polymer sheets to lose their stickiness which is essential during a later foiling process in banknote manufacture.

Will has delivered a priceless piece of innovation which makes him a worthy winner of the Employee-led Innovation Award.

## JUDGES' COMMENTS

*“Will delivered spectacular results by coming up with a truly innovative solution to a major manufacturing challenge.”*

## FINALISTS

**Thomas McCartney**  
Strategy co-ordinator,  
BAE Systems Maritime –  
Naval Ships, Glasgow

**Colin Phillips**  
Production manager,  
Walker & Son, Leicester

**Mark Walker &  
Greg Hudson**  
Operator and engineer,  
Weetabix,  
Burton Latimer

## HIGHLY COMMENDED

### Magdalena Kolacz

Senior foundry metallurgist, Alcoa Manufacturing GB, Kitts Green

## JUDGES' COMMENTS

*“Magdalena deserves special recognition for the outstanding results she delivered in a problem-solving project to eliminate stress cracking in the manufacture of hard alloy aluminium sheet ingots.”*

SPONSOR

**Atlas Copco**



## RISING STAR AWARD



### WINNER

#### Jacob Hoster

Apprentice, Carl Zeiss  
Microscopy, Cambridge

Move over Mozart. Wolfgang may have composed his first symphony by the age of eight, but Jacob Hoster isn't very far behind with his mastery of electron microscopy by the tender age of 21.

The Carl Zeiss apprentice has blown senior colleagues away with his aptitude for creating top quality images on the Cambridge-based manufacturer's electron microscopes.

At a stage in his career where mere mortals are expected to have a general understanding of the technology, Jacob carries the authority of a grand master. He started out at Carl Zeiss as a general engineering apprentice, but was identified as a prodigy within weeks of a secondment to the site's applications department. Carl Zeiss specially adapted its apprenticeship scheme to ensure Jacob was given more opportunity to hone his skills as an application specialist.

It was a move that paid immediate dividends. Jacob was sent to train international customers just a few weeks after securing a full time position where his quiet competence proved an instant hit with customers.

"The customer feedback is that the images you collected were really fantastic," reported a senior colleague. "The data set really demonstrated the power and quality of our imaging system." So impressed was the customer in question that it went on to place a £180,000 order for the microscopy system being demonstrated by the apprentice.

Jacob has fused his raw natural talent with a resolve to get the job done. He taught himself how to program Microsoft Outlook so that he could set up a shared email account to boost departmental teamwork. He also spotted instrument checks were being neglected that could have triggered an equipment failure during sales demos. Jacob reinstated the checks without waiting to be asked.

"My ambition within manufacturing is to strive to be the best I can," says Jacob. "I believe a job is not worth doing if you do not give it 100% of your effort." An exacting attitude from this young microscopy talent who is helping deliver a bold new image of manufacturing excellence.

### JUDGES' COMMENTS

*"Jacob demonstrates a maturity beyond his years. He embodies the Manufacturing Champion ethos of adding value, innovation, teamwork and delivering outstanding results. On top of all that, he's working directly with customers and isn't fazed by what can be quite an intimidating arena. A highly impressive talent."*

### FINALISTS

**James Maile**  
Engineering team leader,  
PEME, Peterborough

**Shaun McSorley**  
Apprentice, Aston Martin  
Lagonda, Gaydon

**Joshua Palmer**  
Apprentice, Amcanu,  
Burry Port

### HIGHLY COMMENDED

**Sian Douglas**  
Operations graduate, BAE Systems Maritime – Naval Ships, Glasgow

### JUDGES' COMMENTS

*"Sian stepped up and owned an ambitious project to turn an abandoned factory facility into an area suitable for aluminium production. She showed exceptional leadership and a level of composure that you wouldn't expect from a graduate."*

SPONSOR

**arco**<sup>®</sup>  
Experts in Safety



# SAFE WORKPLACE CHAMPION AWARD



## WINNER

### Richard Heffernan

Health and safety advisor, Fujifilm Speciality Ink Systems, Broadstairs

Like all progressive manufacturers, Fujifilm Speciality Ink Systems (FSIS) puts safety at the top of its list of management priorities. However, the Broadstairs-based business has more reason than most to place a hefty premium on the subject because chemicals used in its ink formulations make it a lower tier CoMAH (Control of Major Accident Hazards) site.

CoMAH legislation places considerable extra safety responsibilities on the company and Richard Heffernan bravely volunteered to take these on while, at the same time, retaining his existing health and safety duties.

Initially, Richard lacked the in-depth knowledge required to manage the CoMAH process so, before doing anything else, he thoroughly researched and reviewed the legislation, familiarised himself with relevant guidance notes, and liaised with HSE and external consultants.

Next, he developed a project plan, prioritised the numerous tasks involved, began the process of educating and influencing senior board members, and negotiated an £80,000 annual budget for managing CoMAH.

He also put together an internal cross-functional project team involving

manufacturing, engineering, plant quality assurance and R&D, all the time providing progress updates to senior management.

Richard's health and safety accomplishments are considerable. He has, for example, run a major exercise involving tank farm testing with certification, and set up a test regime at defined intervals depending on tank contents.

He also delivered short CoMAH briefings to FSIS staff and organised external training for managers and directors. And he developed a half-day awareness course for 100+ factory operatives, which is set to be rolled out over the coming months.

All this is impressive enough. But Richard refused to rest on his laurels. He went further by significantly revamping the company's emergency plan and other related documentation, designing a set of process safety performance indicators, and comprehensively logging and checking all flexible hoses around the site in conjunction with engineering.

Managing safety responsibilities effectively presents its own significant demands. However, Richard has not just met, but exceeded, them by deploying his extensive knowledge, fierce determination and ability to influence – a worthy winner.

## FINALISTS

**John Bunning**  
Fitter, Siemens Industrial  
Turbomachinery, Lincoln

**Nikolas Lazic**  
Technical operator, Weetabix,  
Burton Latimer

**Greg Milner**  
Team leader, Alcoa  
Manufacturing GB,  
Kitts Green

## JUDGES' COMMENTS

*“Richard is clearly passionate about safety and this enthusiasm runs through all his actions. His commitment has been translated into great respect from his colleagues. We were particularly impressed by the positive reviews from a broad range of stakeholders – ‘Mr Safety, can do attitude, pleasure to work with, friendly and approachable attitude, and so on’. He has taken the people with him.”*



# ANSWERING THE CALL... MANUFACTURING MANAGERS ASSEMBLE...

THE  
**MANUFACTURING  
MANAGEMENT**  
SHOW



**23 – 24 November 2016**

**Jaguar Exhibition Hall, Ricoh Arena, Coventry**

**[www.manufacturingmanagementshow.co.uk](http://www.manufacturingmanagementshow.co.uk)**

Headline sponsors:



**TOYOTA**

MATERIAL HANDLING

stronger together



# UNSUNG HERO AWARD



## WINNER

### Gary Ashby

Senior process technician,  
Fujifilm Speciality Ink Systems, Broadstairs

Gary Ashby can expect a secondment to R&D should Fujifilm ever launch a breakthrough range of speciality gold inks. For here is a man with the Midas touch; capable of transforming the down at heel into the downright outstanding.

Gary's story begins with an unfashionable move from quality control, after 10 years' service, to oversee potwash in the production area for analogue inks in 2014. Back then, potwash was a byword for mess and mayhem. The clean up of ink splattered mixing vessels considered sloppy seconds to the precision manufacture of digital inks elsewhere at Broadstairs. Potwash had come under fire during quality audits and its operators carried a broody air.

Unperturbed, Gary rolled up his sleeves and set to work. He began by taking up training in pot maintenance and used the insight that gave him to pioneer a pot servicing schedule. Gary then turned to the area's operators for further improvement ideas.

Some simple kaizen made a clear

difference. Overfilled pots sent to the area from other parts of the factory were rejected and returned. The measure saved over an hour in cleaning time per pot. And it wasn't just the pots that began to shine. Potwash operator Aaron Widdows, at loggerheads with senior managers until Gary took the reins, explains: "Gary helped me change my outlook, attitude and esteem... His mentoring has led to me being personally thanked by management."

No wonder. Potwash produced spectacular gains in output, cleanliness and health and safety standards. Auditors lavished praise on the area in ISO assessments, describing it as a credit to the plant. Gary, the man with the Midas touch, had ushered in a most unexpected golden age. Not that he was about to take the credit for it.

"The best thing is seeing others inspired by what I do," Gary says. "Whether in a team or on my own, seeing an improvement that's been successfully implemented is all I need to drive me onwards and upwards."

## FINALISTS

### Tanya Harris

Operational trainer, Coca-Cola Enterprises, Sidcup

### Chris Skillen

Senior process control engineer, Alcoa Manufacturing GB, Kitts Green

### Shashank Sriram

Process capability engineer, Alcoa Manufacturing GB, Kitts Green

### Mark Walker

Engineer, Weetabix, Burton Latimer

### Shirley Welsh

Cost technician, Pepsico, Peterlee

### James Will

Production engineer, Scott Safety, Skelmersdale

## JUDGES' COMMENTS

*"Gary's dedication and commitment shows in everything he does. He took on a challenge that plenty of others had struggled with and made some immediate improvements. He's shown the creativity to implement best practice, but also the soft skills to involve his operators in new ideas. He has a real talent for getting the best out of others and his love of the job appears infectious. Gary should feel rightly proud of his achievements in turning potwash into a benchmark area."*



SPONSOR



# COMMUNITY CHAMPION AWARD



## WINNER

### Derrick Lewis

Engineering manager,  
Schaeffler (UK), Llanelli

"Mum, dad; I want to be an engineer." It's a phrase you'll hear increasingly often around the dinner table in South Wales thanks to the tireless promotional work of Derrick Lewis.

Derrick is a fixture in the classrooms of local primary and secondary schools as he strives to persuade young people there's so much more to manufacturing than chimney stacks and oily rags.

Pupils are invited lineside at Schaeffler's Llanelli plant to see millions of mechanical tappets being made for the automotive industry.

Wide-eyed wonder is a prelude to some intensive problem-solving as Derrick tasks pupils with solving real-world manufacturing challenges.

The results of letting young minds loose have been breathtaking. A team of A-level physics students from nearby Ysgol Gyfun Gwyr School came up with an award-winning legionella-beating detection system for cooling towers at Schaeffler's plant.

The team were tasked with improving current bacterial detection measures involving agar-coated dip slides, which have to be incubated for 48 hours.

Students came up with a sophisticated, cost saving alternative that involved

sensors connected to a Raspberry Pi minicomputer. The Raspberry Pi delivers a pass or fail test by comparing light levels to known calibrated results.

It's just one in a string of innovative inventions from Derrick's classes. A group of 13 year-olds devised a solar powered bench doubling as a USB charger and information point. Another cohort came up with a sensor guidance system for wheelchairs. All these projects have won acclaim at the Engineering Education Scheme Wales Awards.

But the real prize arrives long after the curtain comes down on an awards ceremony. Multiple pupils inspired by Derrick's activities over the past nine years have gone on to become apprentices or undergraduates at the Llanelli plant.

Many more are set to follow in years to come. All made possible by one man's passion to change perceptions. "The profession is still perceived by young people as a low paid, unglamorous career choice with few prospects," says Derrick. "Only by promoting manufacturing and engineering as an exciting and rewarding career choice can we safeguard the long-term future of our business and grow UK manufacturing."

## FINALISTS

### Nigel Bratt

Lineside sales manager,  
Alcoa Manufacturing GB,  
Kitts Green

### Heather Corrigan

School liaison, Nissan,  
Sunderland

### Tim Puttick

Production manager,  
TDK-Lambda UK,  
Ilfracombe

## JUDGES' COMMENTS

*"Derrick lives and breathes engineering and manufacturing, and he's going above and beyond to champion careers in the sector with local schools. The projects he has older pupils working on are really fascinating and have led to some impressive results. Crucially, Derrick is supplementing this work with teenagers by working with younger children at primary schools. A lot of people talk about doing that, but very few actually do. Derrick is leading the way in showing kids the great careers available in engineering/manufacturing at an early age."*

## SPONSOR



# MANUFACTURING TEAM AWARD



## WINNER

### Alcoa Hydraulic Gap Control and Taper Rolling Implementation Team

Alcoa Manufacturing GB, Birmingham

When Alcoa needed to make a step change in the performance of rolling aluminium plates at its hot mill in Kitts Green, Birmingham it faced a make or break decision – buy a brand new hydraulic control system to replace one that had been fitted in 1996, or deliver a system using existing parts via an in-house team.

The company, known for its work with lightweight metals and advanced manufacturing, chose the latter course. Rather than purchasing a new roller system costing several hundred thousand pounds, it employed lean principles to deliver a system at the knock-down price of just £48,000. This included installing the PLC in an existing cabinet, using existing parts and completing design, drawings, installation and training in-house.

The implementation team applied self-learned 'agile project management' to ensure that a robust and safe system could be delivered on time and on budget while all the team members continued to do their day-to-day jobs.

The team also listened to, and acted upon, the views of other Alcoa employees. Its nomination for the Manufacturing Team

Award said: "All rollers gave extremely positive feedback about how the system was implemented, is performing and how their voices were heard."

The results have been spectacular. For a start, the £398,879 saved has been supplemented by an additional bottom line saving of £238,980, giving an impressive total reduction in spend of £637,859. On top of this, throughput has increased dramatically – up 36% on products with a thickness of more than 50mm and 85% on those less than 50mm thick.

Other improvements include longer rolling lengths, higher planned recoveries and shorter cycle times. And the initiative has resulted in significant energy savings – because rolling is batched, rolling times have been cut which has, in turn, reduced the energy needed to heat the batch while it's waiting to be rolled.

Shorter cycle times also allow the company to avoid peak energy periods and limit over soak in the furnaces. And, by introducing lean Six Sigma principles, the implementation team has ensured that the significant gains it has achieved are sustainable.

## FINALISTS

**Customer Service Team**  
Parsons Peebles, Rosyth

**Investment Implementation Team**  
Plastipak Packaging, Wrexham

**Senior Team**  
Coca Cola Enterprises, Sidcup

**Teal Park Machining Team**  
Siemens Industrial Turbomachinery, Lincoln

## JUDGES' COMMENTS

*"We liked the fact that they used the voice of the internal customer – asking the operators what they thought and listening to the answers – before they started changing things. They also did benchmarking – going outside the business to discover best practice elsewhere – before implementing training. The improvements were tangible and they used Six Sigma data to display them."*

## SPONSOR



INSPIRE | EDUCATE | IMPROVE



# MANUFACTURING LEADER AWARD



## WINNER

### Mick Straw

Operations director, Hi-Technology Group, Waterlooville

Mick Straw may well have received a congratulatory call on his Champions triumph from the White House had Dwight Eisenhower still been in office. For Mick makes good on the former US President's observation that: 'leadership is the art of getting someone else to do something you want done because he wants to do it.'

Through delegation, empowerment and a little flair, Mick has galvanised his team at Hi-Technology Group to greatness. On-time in full delivery scores have soared to above 95%, lead times and production scrap have plummeted, with the Waterlooville-based manufacturer of injection moulded components contributing to another year of double-digit growth for the Hi-Technology Group. So impressive is the progress under Mick's tenure that a Slovakian sister site has come to Hampshire to learn manufacturing best practice.

The impressive performance stems from Mick's decision to resuscitate the site's employee appraisal system after becoming operations director in April 2015, a move supplemented by the first ever ring-fenced training budget. Mick has set the focus on multi-skilling workers and coaxing cross department improvement activities. As one

colleague put it: "Mick creates a culture which enables teams to work towards continuous improvement without blame and interdepartmental boundaries."

The *esprit de corps* is aided by Mick's intuitive coaching style. One report reflects: "At times when I am pressured or stressed, he observes the change in my character and gives sound advice and direction without me having to ask."

But Mick is more than simply a people motivator. He's also shown a visionary eye for process innovation. A pilot manufacturing data analysis system that allows deviations to be identified and eradicated 'live' during production runs has cut the lead time for production fault finding from 20.59 days to less than three.

The advance has propelled Hi-Technology towards Mick's Holy Grail of delivering total customer satisfaction. A stretch goal if ever there was one. But you won't find this leader pointing fingers when the going gets tough. Mick personally oversees any delivery failures and sets the team's focus on ensuring it won't happen again. Enlightened and inspirational, Mick is a deserving winner of the Manufacturing Leader Award.

## JUDGES' COMMENTS

*"Mick has continually led from the front and has the versatility to communicate and inspire confidence across all levels of the business. He has a gift for getting the best out of people."*

## FINALISTS

**Nigel Dobbs**  
Production manager,  
A Schulman, Crumlin

**Tim Gardner**  
Operations shift  
manager, Catalent  
Pharma Solutions,  
Swindon

**Paul Middlehurst**  
Manufacturing manager,  
Weetabix,  
Burton Latimer



## SPONSOR



# MAINTENANCE TEAM AWARD



## WINNER

### Siemens Congleton

Productivity increases and quality improvements – two of the more surprising business gains the Siemens maintenance team has helped deliver at the company's Congleton site; surprising because this is a team whose central role does not encompass production.

This go-ahead team has achieved a series of solid business advances by implementing ground-breaking initiatives, which include a commitment to involving operators in total productive maintenance activities.

It has also taken the time to identify the top issues relating to equipment breakdown and initiated projects to pinpoint their root cause. On top of this, the team has boosted the professional status of its members by ensuring they're registered with the Institution of Mechanical Engineers.

But the enhancements don't stop there. The team has also implemented what it describes as an 'agile process' for maintenance improvements. This uses 'sprint cards' to identify tasks followed by regular 'scrum meetings' – brisk, but focused discussions – to agree ownership and a workflow system. This provides transparent escalation from a ranked backlog to completed project.

The team's knack of being able to

change direction swiftly has boosted confidence and resulted in a high level of engagement, which has been reinforced by a coherent continuous improvement strategy. This agility has also improved customer satisfaction because it enables the business to re-prioritise work schedules and people to suit specific customer requirements.

Further equipment improvement opportunities have been identified through breakdown data provided by the site's computerised maintenance management software, using the top five chronic equipment reliability issues as a start point.

But what makes Siemens Congleton's maintenance team really stand out is its excellent engagement with operations to help fix minor issues. This proactive approach helps smooth maintenance management. And more opportunities for improvement are identified as the team receives feedback from the people in the know – operators who actually perform the tasks.

This close relationship has fostered trust between technical and production staff which has, in turn, broken down resistance to change as all parties get to understand the rationale behind ideas being implemented.

## JUDGES' COMMENTS

*“Siemens' maintenance team is cross-functional which makes excellent sense and results in optimum use of the extensive expertise on site. From a pure maintenance perspective, the Siemens application had a lot to commend it. For example, the team uses PDCA well as well as identifying the top losses and analyses them down to the root cause. The team has demonstrated exceptionally good maintenance practice.”*

## FINALISTS

**FSIS Engineering**  
Broadstairs

**Hi-Technology Group**  
Waterlooville

SPONSOR

**FUJIFILM**

FUJIFILM Speciality Ink Systems Limited



# SUPPLY CHAIN CHAMPION AWARD



## WINNER

### **Bryan Beck**

Learning and development specialist, Plastipak Packaging, Wrexham

If Plastipak decide to create a commemorative PET bust of their Champions winner, Bryan Beck, they'll find plenty of willing sculptors within their supply chain.

Bryan wins the Supply Chain Champion Award for his compelling PET (polyethylene terephthalate) appreciation training programme, which has won plaudits and profits for the Wrexham-based manufacturer of plastic containers.

Bryan originally developed the course as a one-off to boost one large customer's production capability around PET preform – a precursor of fully formed bottles.

It's been such a hit that other customers are now queuing up and offering to pay for Bryan to deliver the course at their plants.

The success is down to Bryan's decision to snub PowerPoint and bring his subject to life with hands-on activities, visuals and anecdotes. "Bryan's engaged and positive manner is very effective. You will remember his messages for a long time" is a typical appraisal from a course attendee. This is about a training syllabus

that must contend with complex subject matter like preform manufacturing and resin techniques.

Bryan's KPIs are comprehensive. He has reduced non-valid complaints throughout Plastipak's supply chain as trained customers better comprehend the PET-making process. His initial course strongly contributed to one customer's decision to renew its contract with Plastipak and prevented it taking the full manufacturing process in-house. And the work has considerably increased collaboration between both companies with inter-company relationships hitting an all time high.

It's a perfect example of the team approach to manufacturing supply chains that this new category had hoped to find. A movement the man himself sums up best: "I love to see the correlation between skills development and the improvement in the company's KPIs," enthuses Bryan. "The biggest reward is seeing the opportunity that training gives people. My role is enjoyable, rewarding, satisfying and I love every minute."

## FINALISTS

**Alcoa/Airbus Supplier Quality Improvement Programme**  
Alcoa Manufacturing GB, Kitts Green

**Duncan Maxwell**  
Operations manager  
– Reliability PEME, Peterborough

## JUDGES' COMMENTS

*“Bryan showed real initiative to come up with a new piece of training that has not only helped raise standards internally, but is held in such high regard that customers are prepared to pay for it. He's a guy who obviously gets a kick out of helping others and, as a result, is helping raise manufacturing standards across the supply chain.”*

# WM launches new all-encompassing conference

## MANUFACTURING MANAGEMENT CONFERENCE 2016

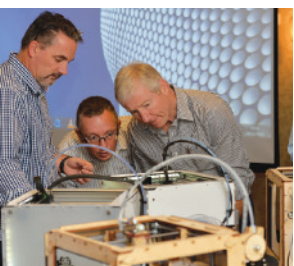
15-16 June 2016, Whittlebury Hall, Northamptonshire

The ultimate UK conference for top level manufacturing managers seeking world-class operational excellence

- Strive towards **Continuous Improvement** in operational efficiency
- Boost profits and banish downtime with a planned **Maintenance** strategy
- Engage your employees to take **Health & Safety** above and beyond

**THREE** key manufacturing themes  
**TWO** days of best-practice  
**ONE** comprehensive conference

Plus, see first-rate lean in action with a tour of an award-winning factory



**To register your interest and for further details  
email [Julie.knox@findlay.co.uk](mailto:Julie.knox@findlay.co.uk)**





## THE JUDGING PROCESS

Qualifying entries were assessed by an expert judging panel comprising senior site managers who know what it takes to run a successful factory. The panel included site leaders from companies in the food and drink, chemicals, electronics, defence and heavy engineering sectors.

We also invited judges offering specialist expertise in health and safety, lean manufacturing, maintenance, leadership and

strategy deployment.

Entries were subject to a two-stage judging process. Stage one involved submissions being assessed by *Works Management's* expert editorial team. Qualifying entries were then passed through to our judging panel.

The judges were asked to mark entrants on the four core attributes that make a Manufacturing Champion. These are:

## THE JUDGING PANEL



### Mark Bown

**Senior advisor – operations excellence office, corporate manufacturing, Cummins**

Mark is a Six Sigma black belt who delivers operational excellence to Cummins sites across the globe. He has more than 25 years' experience in the aerospace industry.



### Colin Boughton

**European operations director, Fujifilm Speciality Ink Systems, Broadstairs**

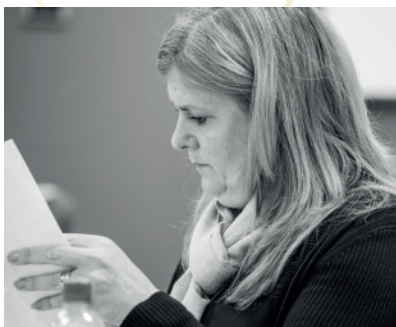
Colin has masterminded Fujifilm's transformation from a manufacturer of analogue to high grade digital inks. The site is globally renowned for manufacturing quality, having boosted right first time levels to near 100%.



### Paul Ness

**Divisional director for PPE, Workplace Safety and Hygiene, Arco**

Paul is in his 29th year with Arco, the UK's leading safety company, and heads up its PPE and Workplace Safety Category team.



### Joanna Heary

**HR manager/head of apprenticeship scheme, Atlas Copco**

Joanna heads up HR and the apprenticeship scheme at compressor specialist Atlas Copco.



### Darren Patterson

**Head of support, BAE Systems, Rochester**

Darren has led a varied career at BAE Systems and its predecessor companies, holding senior roles within operations, programme management and business improvement.



### Trevor Newman

**Director of supply chain operations, CCE, Sidcup**

Trevor has taken his senior leadership team at CCE's Sidcup plant to Best Factory award-winning status and secured multi-million pound investment in a new canning line from Coca-Cola HQ.



### 1. OUTSTANDING PERFORMANCE

How have nominees gone above and beyond expectations to deliver tangible business benefits?

### 2. TEAMWORK/ LEADERSHIP

How have nominees inspired and influenced others or worked together to bring the best out of one another?

### 3. FLAIR AND INVENTION

How have nominees innovated to enhance factory floor performance or improve safety?

### 4. ADDED VALUE

How have nominees' efforts delivered an enhanced value to customers through a product or service?

The judges were asked to independently mark their category entries. The judging panel then met at WM's head office in Dartford

to debate the final winners. Judges were not permitted to judge categories entered by employees at their sites.



## Colin MacLeod

**Site manager, 3M, Newton Aycliffe**

Colin has pioneered a lean management system at 3M's award-winning Newton Aycliffe site, which empowers operators as trusted decision makers. His 3M team has also been rolling out Six Sigma, hoshin planning and the 5 whys.



## Maria McGeoghan

**Head of communications, The Manufacturing Institute**

Maria heads up the communications team at TMI, which has educated more than 50,000 manufacturers in best practice and worked in over 10,000 manufacturing companies across the world.



## Stephanie Boyle

**Events executive/Make It product lead, The Manufacturing Institute**

Stephanie leads the Make It campaign, which takes a series of hands-on manufacturing challenges into local schools to inspire pupils behind a career in industry. The project has reached over 60,000 pupils and teachers.



## Ashley Maile

**Managing director, PEME**

Ashley has been MD and co-owner of PEME since 2005. PEME is a maintenance outsourcing specialist providing manufacturers with an engineering team located in their plant.



## Peter Knutton

**Managing director, Findlay Media**

Peter's career in production engineering and production management included roles at Zenith Carburettors and Smiths Industries. He switched careers in 1987 to join the Findlay editorial team and now heads the business, which publishes *Works Management* magazine.



## Max Gosney

**Group editor, Works Management**

An award-winning journalist, Max is passionate about developing *Works Management's* reputation as the champion of UK manufacturing managers and delivers content on a series of events including Manufacturing Champions.



# THANKS TO OUR SPONSORS

## Headline sponsor



INSPIRE | EDUCATE | IMPROVE

The Manufacturing Institute (TMI) is passionate about manufacturing and the pursuit of excellence.

As the UK's longest established independent charity focused on manufacturing, TMI has an unrivalled track record in delivering results, developing manufacturers and inspiring people to enter the sector.

Over the past 21 years, TMI has shared that passion with more than 10,000 businesses, delivering over £1 billion worth of measurable results for customers, educating in excess of 50,000 manufacturers and engaging 60,000 young people with the 'Make It' campaign. It introduced the international Shingo Prize to the UK and supported the first ever European Prize winners. It introduced the first Fab Lab to the UK and will help 100,000 people enter the new age of digital manufacturing and make things as a result.

TMI's passion for education in manufacturing means that you can sustain every change it helps you to introduce.

[WWW.MANUFACTURINGINSTITUTE.CO.UK](http://WWW.MANUFACTURINGINSTITUTE.CO.UK)

## Rising Star Award sponsor



Atlas Copco, the leading provider of compressed air solutions, is proud to sponsor the Rising Star category of the Manufacturing Champions Awards. Dirk Villé, general manager of Atlas Copco Compressors UK and Ireland, says: "It is people that drive manufacturing forward. This is a principle we believe in passionately at Atlas Copco Compressors. It is why we invest so much into the development of our own workforce and why we welcome this opportunity to celebrate the individuals who make British industry what it is today.

"Our involvement with the Manufacturing Champions awards is a natural extension of our commitment to supporting the continuing recovery of manufacturing in the UK through sustainable productivity..."

"We hope the Rising Star Award will not only shine a light on the achievements of young people who are just entering the industry, but also inspire others to follow in their footsteps."

[WWW.ATLASCOPCO.CO.UK](http://WWW.ATLASCOPCO.CO.UK)

## Safe Workplace Champion Award sponsor



**Experts in Safety**

Arco is the UK's leading safety company, distributing quality products and training. It provides expert advice helping to shape the safety world and make work a safer place. Founded in 1884 and with a heritage spanning four generations, Arco integrates traditional family values with pioneering innovation to offer a world-class range of more than 170,000 quality assured, branded and own brand products.

Arco's experts work closely with the manufacturing industry so it is pleased to be a key sponsor of the *Works Management* Manufacturing Champions Awards 2015.

Health and safety is everyone's responsibility. However, some individuals embrace it more than others and encourage health and safety engagement in their organisations. The Safe Workplace Champion Award recognises these individuals and ensures they receive the recognition they deserve.

[WWW.ARCO.CO.UK](http://WWW.ARCO.CO.UK)

## Employee-led Innovation Award sponsor



Brammer UK is part of Europe's leading technical specialist distributor of industrial, maintenance, repair and overhaul products and services, with an extensive product range covering bearings, mechanical power transmission products, pneumatics, hydraulics, seals and industrial automation as well as tools and general maintenance.

The company's mission is to 'add value at every turn' by saving its customers money within three critical business areas: reducing total acquisition costs, improving overall production efficiency and reducing working capital. Services include vendor-managed inventory, product standardisation and Brammer's Insite™ service – effectively a Brammer branch located within a customer's premises, geared entirely to meeting that customer's needs in terms of stockholding, opening hours and technical expertise. Since 2008, operational cost savings exceeding £146 million have been achieved by Brammer for its UK customers.

[WWW.BRAMMERUK.COM](http://WWW.BRAMMERUK.COM)





# THANKS TO OUR SPONSORS

## Headline sponsor



INSPIRE | EDUCATE | IMPROVE

The Manufacturing Institute (TMI) is passionate about manufacturing and the pursuit of excellence.

As the UK's longest established independent charity focused on manufacturing, TMI has an unrivalled track record in delivering results, developing manufacturers and inspiring people to enter the sector.

Over the past 21 years, TMI has shared that passion with more than 10,000 businesses, delivering over £1 billion worth of measurable results for customers, educating in excess of 50,000 manufacturers and engaging 60,000 young people with the 'Make It' campaign. It introduced the international Shingo Prize to the UK and supported the first ever European Prize winners. It introduced the first Fab Lab to the UK and will help 100,000 people enter the new age of digital manufacturing and make things as a result.

TMI's passion for education in manufacturing means that you can sustain every change it helps you to introduce.

[WWW.MANUFACTURINGINSTITUTE.CO.UK](http://WWW.MANUFACTURINGINSTITUTE.CO.UK)

## Rising Star Award sponsor

**Atlas Copco**

Atlas Copco, the leading provider of compressed air solutions, is proud to sponsor the Rising Star category of the Manufacturing Champions Awards. Dirk Villé, general manager of Atlas Copco Compressors UK and Ireland, says: "It is people that drive manufacturing forward. This is a principle we believe in passionately at Atlas Copco Compressors. It is why we invest so much into the development of our own workforce and why we welcome this opportunity to celebrate the individuals who make British industry what it is today.

"Our involvement with the Manufacturing Champions awards is a natural extension of our commitment to supporting the continuing recovery of manufacturing in the UK through sustainable productivity..."

"We hope the Rising Star Award will not only shine a light on the achievements of young people who are just entering the industry, but also inspire others to follow in their footsteps."

[WWW.ATLASCOPCO.CO.UK](http://WWW.ATLASCOPCO.CO.UK)

## Safe Workplace Champion Award sponsor

**arco**

**Experts in Safety**

Arco is the UK's leading safety company, distributing quality products and training. It provides expert advice helping to shape the safety world and make work a safer place. Founded in 1884 and with a heritage spanning four generations, Arco integrates traditional family values with pioneering innovation to offer a world-class range of more than 170,000 quality assured, branded and own brand products.

Arco's experts work closely with the manufacturing industry so it is pleased to be a key sponsor of the *Works Management* Manufacturing Champions Awards 2015.

Health and safety is everyone's responsibility. However, some individuals embrace it more than others and encourage health and safety engagement in their organisations. The Safe Workplace Champion Award recognises these individuals and ensures they receive the recognition they deserve.

[WWW.ARCO.CO.UK](http://WWW.ARCO.CO.UK)

## Employee-led Innovation Award sponsor

**BRAMMER**

Brammer UK is part of Europe's leading technical specialist distributor of industrial, maintenance, repair and overhaul products and services, with an extensive product range covering bearings, mechanical power transmission products, pneumatics, hydraulics, seals and industrial automation as well as tools and general maintenance

The company's mission is to 'add value at every turn' by saving its customers money within three critical business areas: reducing total acquisition costs, improving overall production efficiency and reducing working capital. Services include vendor-managed inventory, product standardisation and Brammer's Insite™ service – effectively a Brammer branch located within a customer's premises, geared entirely to meeting that customer's needs in terms of stockholding, opening hours and technical expertise. Since 2008, operational cost savings exceeding £146 million have been achieved by Brammer for its UK customers.

[WWW.BRAMMERUK.COM](http://WWW.BRAMMERUK.COM)



#### Manufacturing Team Award sponsor



With a pedigree spanning more than 180 years, Buck & Hickman is the UK's leading specialist distributor of tools, maintenance and health & safety products. Buck & Hickman also offers a range of value-added services which help its customers to lower total acquisition costs, reduce working capital and optimise production efficiency.

Among these is vendor-managed inventory, which harnesses the power of state-of-the-art technology to manage and track product usage with detailed reporting – a solution which time and time again proves to increase stock efficiency, optimise productivity and deliver greater control and accountability.

Now part of Brammer UK, Buck & Hickman offers more than 60,000 products from major names such as Bosch, Castrol, Deb, Dewalt, Dormer, Irwin Tools, Kimberly-Clark, Loctite, Murex, Nederman, North, Rocol, Sperian, Stanley and 3M, as well as its own award-winning Roebuck brand, exclusive to Buck & Hickman and Brammer.

[WWW.BUCKANDHICKMANUK.COM](http://WWW.BUCKANDHICKMANUK.COM)

#### Supply Chain Champion Award sponsor



FUJIFILM Speciality Ink Systems Limited

Fujifilm Speciality Ink Systems (FSIS) develops inkjet systems for wide format applications for distribution through Fujifilm sales channels worldwide. UV inkjet inks are also developed and supplied to industrial and wide format OEMs directly. The research and development team, supported by the manufacturing operation, work together to optimise product performance, exploiting their unmatched understanding of ink chemistry, print applications, media, printheads and UV curing.

Inkjet ink production at FSIS is carried out in a process controlled, state-of-the-art manufacturing facility. This recognises the equal importance of both the ink formulation and the production process, and provides controls over every aspect of manufacture to ensure consistency. FSIS is headquartered in Broadstairs, Kent and employs 320 people on a 4.5 hectare site incorporating high-tech manufacturing and research and development facilities.

[WWW.FUJIFILM.EU/UK](http://WWW.FUJIFILM.EU/UK)

#### Community Champion Award sponsor



EAL is the specialist, employer-recognised awarding organisation for industry qualifications. It offers engineering and manufacturing qualifications that are precisely tuned to meet employer needs. EAL's unrivalled knowledge of, and experience in, the sector results in qualifications that carry weight and have the respect of industry employers. They also deliver real career benefits for learners.

Acknowledging and rewarding Manufacturing Champions by sponsoring the awards is one of the ways in which EAL invests in the industries it serves. In the last 10 years, 1.3 million people in the UK embarked on an EAL qualification. Its industry expertise, coupled with world class service levels, means that employers – from household names to micro companies – opt to use its qualifications to develop their employees. It invests in the industries it serves and the skills of those who work within them. As part of this commitment, EAL is pleased to sponsor the Community Champion Award.

[WWW.EAL.ORG.UK](http://WWW.EAL.ORG.UK)

#### Maintenance Team Award sponsor



PEME is a maintenance outsourcing specialist. It provides you with an engineering team located in your plant. PEME will maintain your production assets and improve equipment reliability to meet your manufacturing targets at an industry-leading cost while maintaining statutory compliance and safety.

If you are looking for assistance in improving your maintenance operations, or wish to outsource your maintenance to concentrate on your core business, then PEME has a solution for you.

Formed in 1982, PEME is an established, privately-owned, independent company. It employs over 250 people with a headquarters office in Peterborough, England.

[WWW.PEME.CO.UK](http://WWW.PEME.CO.UK)

FOUNDED BY



WORKS MANAGEMENT  
MANUFACTURING  
CHAMPIONS

HEADLINE SPONSOR



INSPIRE | EDUCATE | IMPROVE

SPONSORS



a findlaymedia event

Findlay Media, Hawley Mill, Hawley Road,  
Dartford, Kent, DA2 7TJ

[www.manufacturing-champions.co.uk](http://www.manufacturing-champions.co.uk)