



CooperVision is the only contact lens manufacture offering a fully bespoke service (Made To Order), Enabling our customers with unique eye care requirements access to affordable vision correction.

Without this ability we would be unable to have a positive impact on millions of our customers lives every day.

This processes is very complex and very complicated. With 331,222 outputs from only 13 inputs. Currently we are processing over 12 million individual bespoke transactions every month.

In the event of any contact lens not reaching specification and being rejected. That transaction must be re-run incurring a delay for that order. And delaying impending transactions aswell.



With increasing demand for our product, the level of back orders had become a critical concern to the company.

We have previously undertaken large capital investment projects but not met our required volumes. Without space to expand further, it was clear if we did not do something fundamentally different, we were at risk of letting customers down.

Our objective was to unlock the full potential of our teams and production lines. By fully understanding our processes and finding better ways to do what we have always done. Allowing us to achieve more while doing less and meeting the increased demand for our product and maintain customer service levels.

UK manufacturing currently employ 1750 staff from 60 nationality's giving us an amazing depth and diversity within our teams.

Our Vision for Continuous Improvement



To be the catalyst for continuous improvement
and lean thinking.

To Inspire, engage and enable our people to continuously develop a
positive attitude towards continuous improvement and embracing change.

Work together to build a data driven culture where problems are
embraced and overcome by working together, respecting each other as we
all work towards a common goal.

Trident Is Our Vision For Continuous Improvement

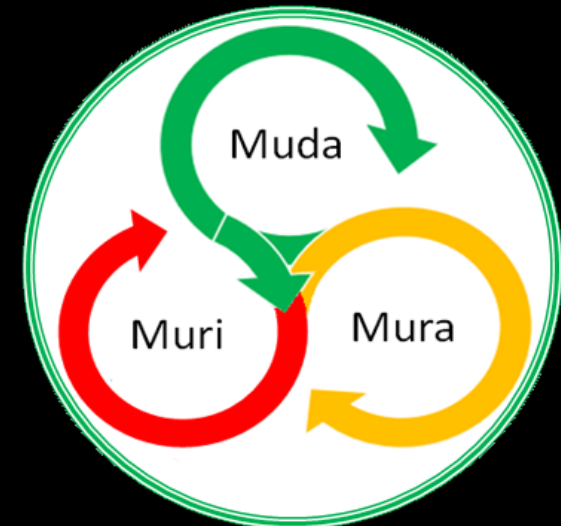
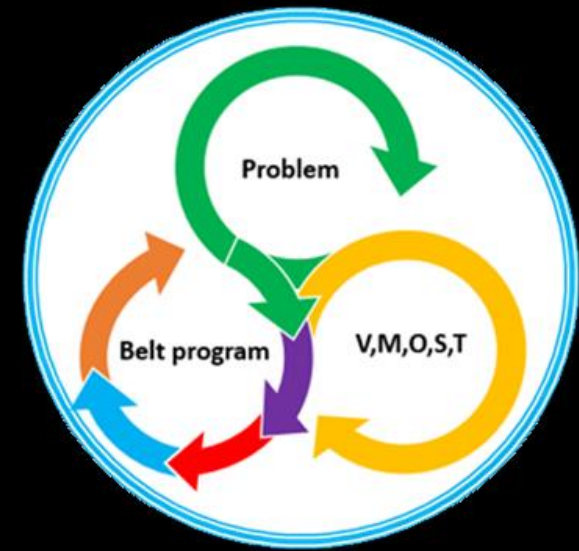
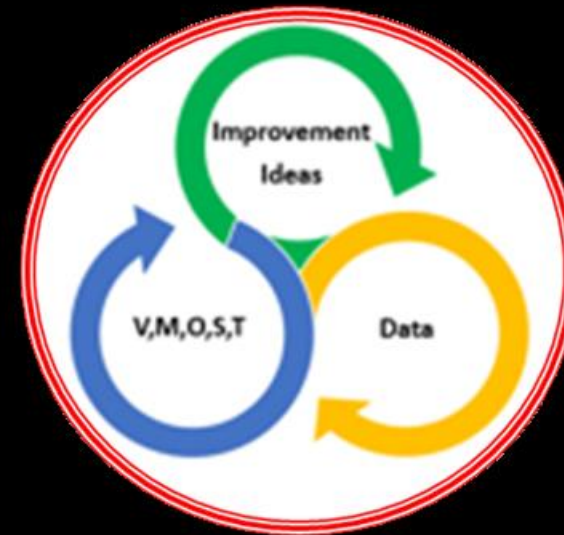
Trident is a three pointed approach to continuous improvement combining D.M.A.I.C problem solving, Ideas Management and Lean Manufacturing.

It embraces CooperVision's core Values to be Dedicated, Inventive, Partnership and Friendly.

Each of the three points focuses on a different method of optimising our process and performance.

Giving us an inclusive approach to problem solving and continuous improvement where every one can get involved and contribute to making CooperVision a better and safer place to be.

Improving our people every day



Staff Engagement



As with every journey before start out, We needed to power up our GPS, and understand where we were , where we want to be and plan how we were going to get there. Understanding the culture and current level of knowledge within our teams was key to understanding what we need to do and how best we could complete our journey while showing respect to everyone within our team.

We surveyed 40% of the production team. To understand where our teams were on 10 key factors

- | | |
|-----------------------------|-------------------------|
| 1. Team work | 6. Recognition |
| 2. Trust | 7. Pride |
| 3. You Matter | 8. Progression |
| 4. Communication | 9. Finish what we start |
| 5. Confidants in the future | 10. Are you involved |



This highlighted areas where we needed to focus
Over all Score **6.7** out of 10

The lowest scores were.

Finishing what we start = **5.2**

The feeling you matter = **5.4**

Recognition = **5.5**



less than 50% of the surveys where returned

Investing in our teams

An interactive training program was put together to fill in gaps in our teams knowledge and make a base level of understanding across all teams and for us to build upon.

We started working within our teams to build an understanding of what we were trying to achieve and why.

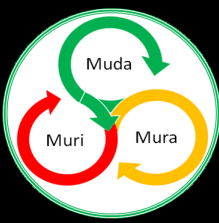
Working within our teams demonstrating how by applying some basic lean manufacturing tools they can make a real difference to there working day.

- Value of 5S
- The 8 wastes
- 7 quality tools,
- Process mapping,

An interactive training program was put together and rolled out to all staff covering.



This Highlighted the work our teams where having to do so they can do there job and in some cases this was stopping them from doing there job .



Investing in our teams

- Principals of Lean manufacturing, (Value & non-value added, push & pull process, standard work , Kanban, process flow, batch production and one piece flow) and focus on quality

This investment in our teams was key to us developing a positive attitude towards change and empowerment of our teams to question not only the job they are doing. But also what do they have to do to complete that job How we do what we do and ask themselves is there a better way.

A great exercise to get this point over was the Envelope Challenge

- Many team members and leaders where in disbelief
“How can it possibly be faster it’s the same thing”
“That’s not right let me do it again and I will time it”
“ that’s just wrong it was much harder “



An interactive training program was put together and rolled out to all staff covering.



Improving our people every day

Changing the culture & mindset

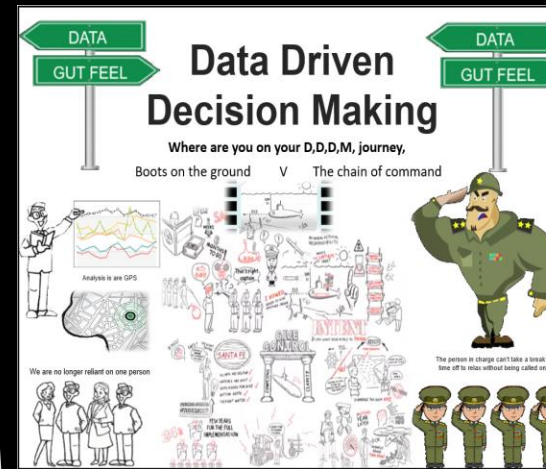


By introducing Data Driven Decision Making & Lean Leadership. Giving control back to the teams and moving the authority to where the information is and empowering our teams to make decisions by themselves and communicate their intent to their team leaders and wider team.

(Take control and attract followers / Give control and create leaders)

All teams where trained on OEE and how to use our data capture system enabling them to make more informed decisions that are backed up and driven by data (previously only used by support roles)

If our teams can't measure their performance how can we expect them to know if they have made an improvement



when data fuels our Organisation



Improving our people every day



Continuous Improvement Ideas management

Title : _____	
M.T.O Together Everyone Achieves More	
Idea proposed by : _____	Impacted location: _____
Dept./Shift: _____	Date: / / _____
What is the Problem / Opportunity ? C.I. Idea & D.M.A.I.C	
What do you propose to make it better ? C.I. Idea	
What is the cost and benefit the business (Data) C.I. Idea & D.M.A.I.C	
What is the cost and time scale of implementing the change C.I. Idea	

Introduction of our data driven ideas management HUB

This is not a traditional suggestion box the team member raising the improvement suggestion will be integral in its implementing

If you submit an improvement idea .

You must have data to support the Idea and show the benefits, cost and payback (ideas don't need to save money)

Your improvement must be in line with UKM goals and targets

With a central Ideas management hub if someone is working on a similar problem or your ideas overlaps with another project we can bring you together and save time and effort

Improvement ideas are displayed on our Trident wall



The originator of the improvement is involved in the implementation and gets the Recognition for their idea

Together **E**veryone **A**chieves **M**ore

Continuous Improvement Problem solving

If you have a problem and data to show the size and benefit of fixing the problem but no solution. You can see if your problem is suitable for DMAIC problem solving by using our selection tool before submitting your problem. As you highlighted the problem you will form part of the D.M.A.I.C team solving the problem.

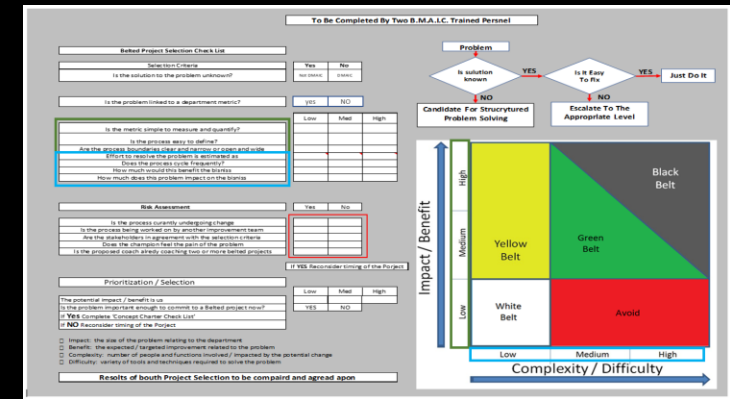
By investing in our teams and training a cross functional group in the principals of D.M.A.I.C problem solving we have empowered teams to solve their problems by themselves for themselves.

And show respect for the depth of knowledge they have in our processes.

We have trained 36 white belts each with an improvement project. Progress is tracked on our Trident walls.

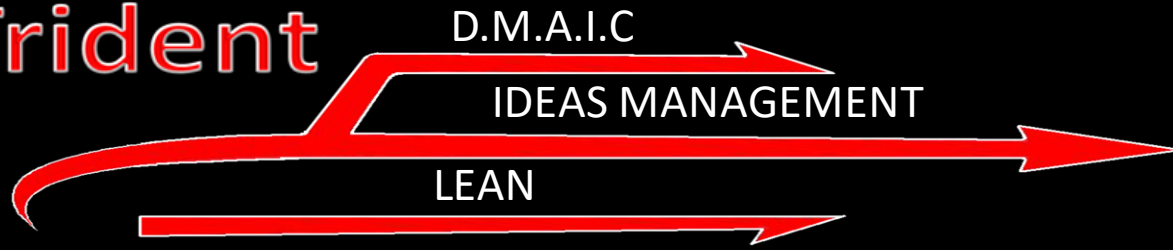
This has been followed up with 4 Yellow belts and 2 green.

Together **E**veryone **A**chieves **M**ore



This has become a much requested and proud port of call for any visitors to our site.

Trident



We introduce a solution to a problem within a process without first involving the team involved in the process. We show a disrespect for the skills and knowledge held within the teams and increases our need to focus on the equation $E = Q \times A$.

There is no incentive for submitting ideas or completing projects. The driving force behind Trident has always been to make our working day easier, safer and less stressful.

Allowing us to do more with less effort and Increase our level of customer service in a global market place

Comments & Question about C.I. at the beginning

“Another project that’s never going to be finished”

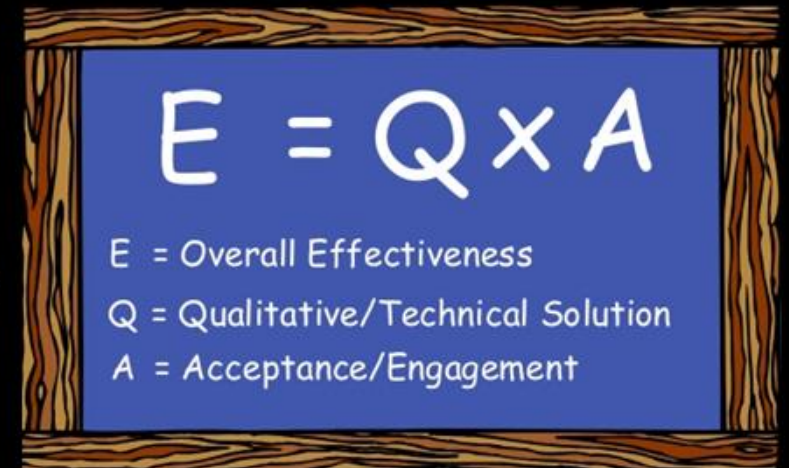
“Not again can you improve someone else's line this time “

“I don’t want to get involved with C.I. it’s a waste of time “

“Why is continuous improvement not continuous”

“why don’t we work on the real problems on the lines”

“You’re the CI Man - what should we do”



Trident

D.M.A.I.C

IDEAS MANAGEMENT

LEAN

When teams are empowered to solve problems by themselves for themselves the equation $E = Q \times A$ is less relevant. As they have a vested interest in implementing the improvement. Allowing us focus more of our time on the Quality of the solutions.

Were no longer reliant on others from outside the team solving problems for us we now have a team where everyone is actively working together to improve what we do.

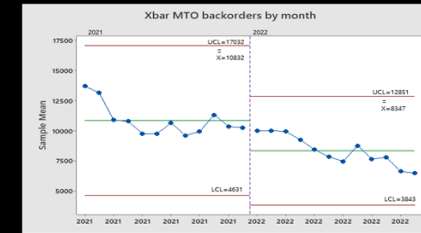
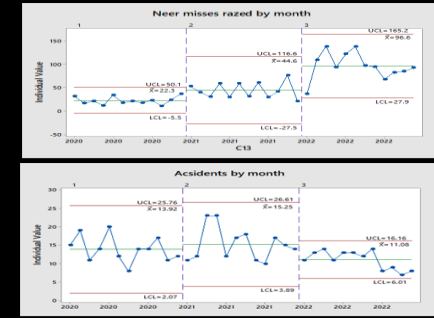
Our projects cover

Process flow
Non-value added
Process optimization
It's the right thing to do
Cost reduction

Health & safety

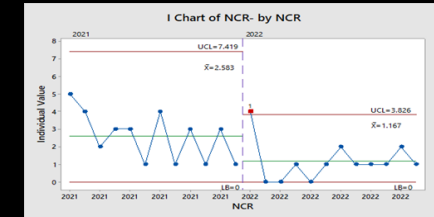
Near miss reported

Accidents reported



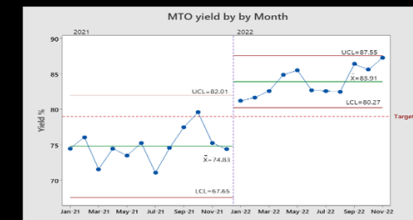
Customer service

Orders exceeding 15 days



Regulatory

NCR's raised per month



Quality

10% increase in yield



With the driving force behind Trident being to make our working day easier , safer and to Increase our level of customer service . We where given a savings target for the year as well .

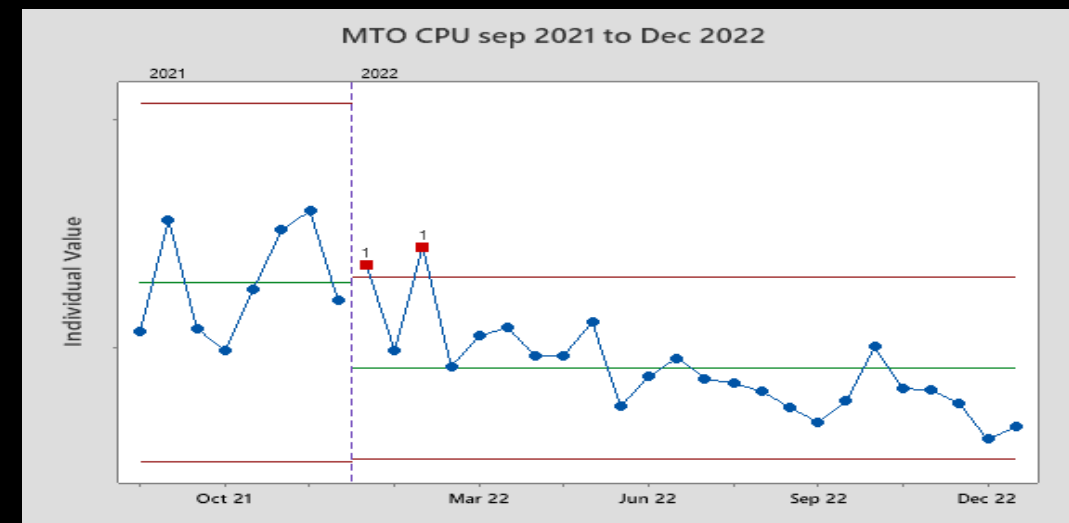
Our stake holders set the target for 2022 at equivalent savings of **£1,000,000** by year end

This was reached on the 18/04/22, so it was raised to **£3,000,000** by year end

This was reached on the 06/06/22, so it was raised to **£5,000,000** by year end

and at the end of Aug raised again to **£6,500,000** by year end

Our total savings for 2022 was **£7,200,000**



Actual CPU is Business sensitive data I am unable to share

Our Biggest win Is Staff Engagement

At the start of our journey we surveyed our team engagement

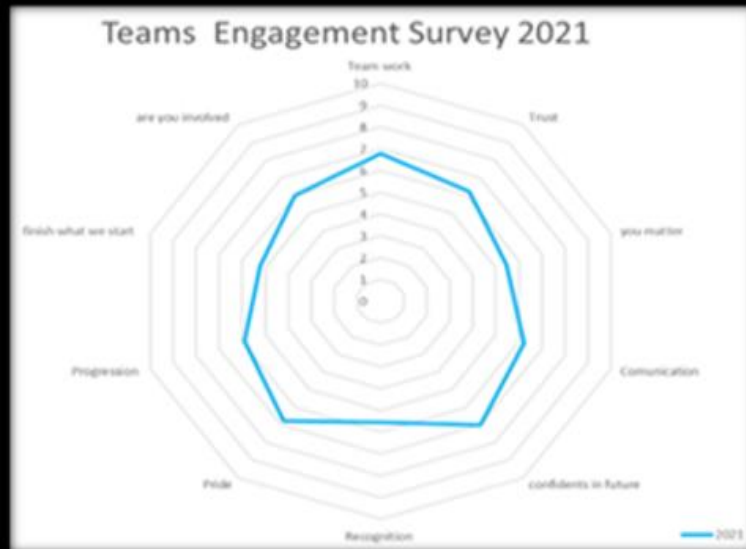
Our over all score was 6.7 out of 10
and we highlighted 3 points of concern

The lowest scores were.

Finishing what we start = 5.2

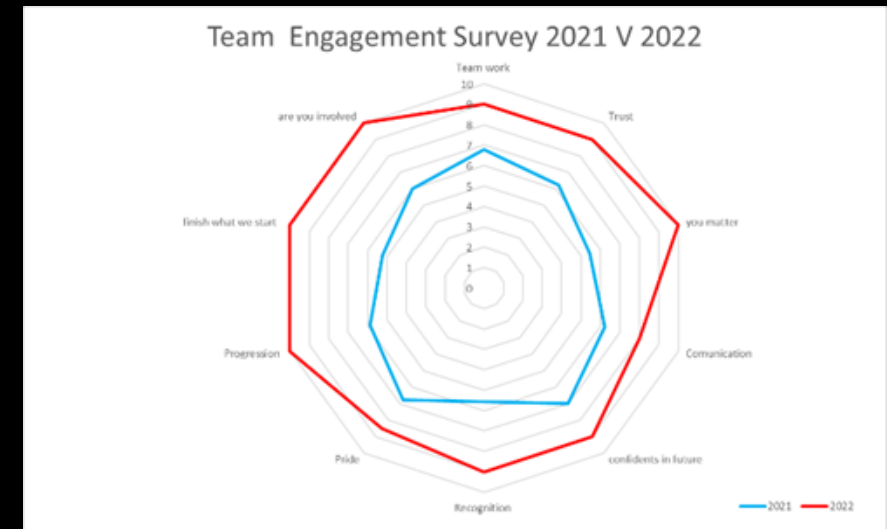
The feeling you matter = 5.4

Recognition = 5.5



less than 50% of the surveys where returned

In Dec 2022 we re-ran our survey to understand what impact we have had on the level of knowledge and the culture behind our teams. On the same key factors



We have seen an increases in our staff engagement and morale and our over all score is now 9.1 out of 10

- Finishing what we start was 5.2 now 10
- The feeling you matter was 5.4 now 10
- Recognition was 5.0 now 9



100% of the surveys returned