



UK Excellence Award Judging Submission

Excellence in CI Culture

Submission By: **Coopervision**

Section 1: What you achieved

- What results are you getting and what has the feedback been?
- How are you measuring the benefits?
- How are you sustaining the momentum/ outcomes?

We have seen improvements across the board from Health and safety, Customer service, Regulatory and compliance, Staff Engagement along with an Increase in Output, Yields and a Reductions in our Cost Per Unit.

Health and safety

We have seen an increased awareness within our teams in the importance of identifying and eliminating potential hazards. with the number of Hazards / Near miss being reported to our H&S department increasing by over 100%

Up from an AV of 44 a month in 2021 to an Av of 96 a month in 2022

And a decline in accidents reported from an Av of 15 in 2021 to an Av of 11 in 2022 and in the last 4 months off 2022 down to 8 the lowest we have seen in 3 years

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Customer service

A dramatic drop in the number of back orders exceeding our 15day target . With over 12M transactions a month with 99.95% to target lead time. Number of orders over 15 days monthly AV 2021 10,830 down to an Av of 6,200 end of 2022

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Regulatory and Compliance

A 50 % drop in the number of in process Non-conformance reports raised per month by our QA auditors

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Staff Engagement

We have seen an increases in our staff engagement and morale against 10 key factors in Apr 2021 our score was 6.7 now Dec 2022 our score is 9.1 out of 10

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Quality-

We have seen a 10% increase in our production yield exceeding our target of 79% every month in 2022 something we only achieved once in 2021. Performing above all expectations, Our goal for 2023 has been set at a yield of 90%.

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Cost savings-

40% reduction in our CPU for 2022. At a time where are raw materials and consumables are increasing, just maintaining our CPU would have been an achievement. (Actual CPU £0.00 is Business sensitive data I am unable to share.)





Total benefits from cost reductions & improvements to volume and yield and availability in 2022
Total = £7,200,000

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Feed Back received-

MTO's Trident program was mentioned in our directors end of year video blog sent out to all UK Staff and posted on the company intranet. As one of the years major achievements. Producing performance and yield results previously un-seen and above all expectations. Outstanding and a world class CI program.

Cliff Mills Managing Director UK Lens Manufacturing

The benefits from our trident program have been recognised and has been made part a global VIP project and to help meet our global finance objectifies in 202.

We have received recognition for our achievements from Rolando Torres Cooper Vision's Executive VP, Global Manufacturing

How are we measuring the benefits?

All Improvements are tracked against one of 8 categories'

Health and safety, Customer service, Regulatory and compliance, Staff Engagement, Availability, Performance, Quality and Cost Reductions

Health and safety-

By tracking the number of Near misses and Accidents being reported by production. Our H&S department record this and produce a H&S monthly report for our stakeholders. This data is gathered independently from our team.





Every time a near miss form is raised it generates an investigation into how we can improve or eliminate the hazard and make CooperVision a safer place to be.

Customer service-

By tracking the time between orders being raised in our system and their completion when orders are dispatched by courier direct to our consumer. We have a KPI of 15day from placement of order this is tracked within our system and is reported daily in the production report and presented to stakeholders every Friday.

Regulatory and Compliance-

By tracking the number of in process non-conformance reports raised against us during our Q.A. audits this data is recorded by Q.A, and forms part of their monthly report presented to stakeholders. This data is gathered independently from our team.

Staff Engagement

A blind survey was given out to 40% of the MTO production team. To understand specifically where our department was on 10 key factors. 1st in Apr 2021 and again in Dec2022 to track improvements in our team's engagement.

2021 less than 50% of the surveys where returned 2022 95% returned

Coopervision also participates in the best company survey each year sent to 100% of staff . But we were interested in specific topics and focusing on the MTO department.

Availability, Performance and Quality

Are tracked by are Data Capture System This is linked direct to every module in production and automatically monitors how lines are performing.

This is used for any projects looking at improving our limes Availability, Performance or Quality. It tracks all our line stoppages planed and unplanned, the speed of the lines (rate loss and speed loss) and every reject. And records them against specific fault codas and a time stamp. This can be





displayed individually over a Year, Month, Weak, Day or Min by Min. It is a powerful analytical tool enabling teams to be data driven when looking at making improvements.

Cost savings

Improvement projects that reduce our consumable cost are tracked individual on the project A3 storey board and with the support of purchasing department.

The finance gains from individual Projects that improve line output are measured on the A3 storey board against a circa CPU of \$3.00 (given to us by our stakeholders) and with the use of our Data capture system to show we have realized and are maintaining the savings,

The impact of these savings is obvious in our CPU taken from our finance department report This data is calculated independently from our team.

How are you sustaining the momentum/ outcomes?

By investing time in educating our teams and equipping them with the tools, knowledge, and empowerment to embrace the new continuous improvement mined set. Building the belief and understanding that everyone in the team can make a difference, in improving what we do and how we do it. This has built an environment that engenders thinking within the team at every level and has created the type of continuous improvement culture that is driven from the production floor up rather than top down or from the inside out. Team leaders and managers are engaging lean leadership stepping back from line side trouble shooting allowing them to spend more time motivating, inspiring and coaching Teams to resolve their problems and understand what to consider when highlighting solutions to problems before communicating out their intent to the wider team. In the same way highlighting processes that make there working day harder and resolving problems by themselves for themselves, with this the teams have an vested interest in the solution to reach a positive outcome and promoting a transition within the teams towards the sense of ownership of there department

When implementing improvements we have to consider the equation $E = Q \times A$ As the teams have a vested interest in the improvement there acceptance at implementation is much easier. As it is their solution to their problem. Allowing us focus more on the Quality of the solutions.





Coopervision is not offering any cash or other incentive for submitting improvement ideas or completing projects above praise, and recognition, that our teams are making there working day easier and Coopervision a better and safer place to work. While all the time improving the level of service to our customers. And maintaining our competitive edge in our global workplace .

Section 2: Why you did it

- Why are you doing what you are doing and what did you hope to achieve?
- How does this initiative support the strategic direction and values of your organisation?

CooperVision is the 2nd largest contact lens manufacture worldwide and the only manufactures offering torc and multifocal fully bespoke service (Made To Order), Enabling our customers with unique requirements access to affordable vision correction. Without the ability to manufacture a bespoke contact lens cost effectively. We would not be able to have a positive impact on millions of our customers lives every day. Our Trident program was the tool we used to promote continuous improvement and within the UK manufacturing. Where we currently employ 1750 staff from 60 nationality's giving us an amazing depth and diversity within our teams.

The MTO processes is a very complex as well as being a very complicated one. With 331,222 different outputs from just 13 different inputs and Over 12 million bespoke transactions a month and with every batch size being 1-unit, we are unable hold stock. In the event of any contact lens being rejected, that transaction must be rerun incurring a delay. And delaying impending transactions as well. With increasing demand for our product, the level of transactions over the 15day target (back orders) was at a level of critical concern to the company.

Previously we have undertaken large capital investment & engineering projects installing new production lines this did not meet our required output. And without space to expand it was clear if we did not do something fundamentally different, we were at risk of letting our customers down. And losing volume to our competitors.

The objective of the Trident program was to unlock the full potential of our teams and production lines. By enabling us to understand and dominate our processes. Finding better ways to do what we have always done and allowing us to achieve more with less work. And meet the increased demand for our product and maintain customer service levels.





How does this initiative support the strategic direction and values of your organisation

Trident is extremely strategically important to the business & really does compliment the direction in which we are going in, Our vision is “We are dedicated to being the most progressive and valued vision care provider”

Trident takes that vision & turns it into tangible results. You can adopt the Trident philosophy to any of the key success factors we aim for in CooperVision Manufacturing UK from Business performance, Operational excellence, Customer Market, People strategies, Product Innovation to ESG and this is all achieved by a bottom up approach meaning right from the very start you get key stakeholders buy in, engagement & commitment to seeing the project through to the conclusion and beyond, Trident promotes a renewed approach to problem solving & smarter ways of working as well as creating a safer & more satisfying place to work, then almost a bi-product of this comes the cost reduction element!

Trident encompasses all of our values, from the dedication shown from all of our colleagues who are engaged in the process, The inventiveness demonstrated in the ideas, suggestions & solutions found, Partnering with all of the different departments & the friendly atmosphere and teamworking environment which Trident fosters. All of these are lived & executed as part of this program and beyond.

Louise Dorrington

MTO & Manufacturing Services Director

Section 3: How you did it

- How did you go about achieving the results you did?
- How did you structure your way of working?
- How did you go about involving stakeholders, gaining their buy in and support?
- How did the team pull together to achieve an excellent outcome?

How did you go about achieving the results you did?





We started by working with our teams investing in training to build on their knowledge and understanding of what we were trying to achieve and why. Working within our teams demonstrating how by applying some basic lean management tools they can make a difference to their working day. Enabling our people to develop a positive attitude towards change and empowering them to question Why and How we do what we do and then change for a better way.

A training program was put together and rolled out to all staff covering

Principles of Lean manufacturing, Value of 5S, Process mapping, Value & non-value added, The 8 wastes, 7 quality tools, Data driven decision making and Lean Leadership. All teams were trained on how to use our data capture system enabling them to more informed and make decisions backed up and driven by data (previously only used by support roles)

We introduced DMAIC problem solving methodology into the production teams training. 36 - White belts, 4 - Yellow belts and 2 - Green belts.

We then introduced our (Trident Program) a three-pronged approach to continuous improvement embracing our Vision, Mission and company Values. Each of the three prongs on the Trident focuses on a different method of optimising and improving our process.

1/ Ideas Management

An ideas management process was introduced, so someone has an improvement idea, and have data to support the Idea showing the benefits and how it aligns with our corporate goals and objectives we can assist them in their improvement. The originator of the improvement is involved and gets the Recognition for their idea

2/DMAIC problem solving

If you have a problem and the data to support the benefits of solving the problem but no idea how to, we now have DMAIC trained members within the team. (Investing in DMAIC training has empowered our teams to Identify solutions to their problem, and resolve them by themselves for themselves) The originator of problem forms part of the DMAIC team involved in solving the problem and the team gets the Recognition

3/ Lean Manufacturing





Challenging are teams to think and work in a new leaner way and helping them understand why in todays would working leaner is pivotal to our success.

Demonstrating the WIIFM and WIIFY and show how we will all benefit at every level by embracing lean principals and working smarter not harder. Looking at maximising the value of all the hard work we are going to stop doing.

Trident

Has given us an all-inclusive approach to problem solving and continuous improvement where everyone can contribute. We have built a data driven mindset within our teams that engenders thinking and the ability to question why. Enabling them to solve problems themselves. An environment where problems are embraced and overcome by working together to fully understand our manufacturing processes.

How did you structure your way of working?

At the beginning of this process, we surveyed our teams to understand where our teams where on 10 key factors. This highlighted areas where we needed to focus on and gave us an understanding of where we were starting from and how are teams where feeling

The lowest scores were. . Finishing what we start = 5.2 The feeling you matter = 5.4
Recognition = 5.5 out of 10

We put together a road map to build engagement in each of the 10 areas especially on the 3 highlighted above. Working with our teams and generate an enthusiasm for continuous improvement and change. By building on their current level of knowledge and understanding. Starting off with 5s and Principals of lean where benefits are clearly visible and easily understood. Then introduced process measurement, understanding of OEE and how to use are data capture system. Then progressed onto changing the was our team operate by introducing Data Driven Decision Making and Lean Leadership. Giving more control back to the teams and moving the authority to where the information is. Each of these steps building on the knowledge gained from the previous.





Members within each team took on the role of champions this to help others build confidence in using our data capture system and its reports.

We then Introduced DMAIC problem solving into the team's training 36 white belts over 4 months each selecting an improvement project. A project list was sent out with regular Project updates, Progress was tracked on a DMAIC story board and A3 cover page displayed on our trident wall to share wins and prevent project overlap. This was followed up with 4 Yellow belts and 2 green later on in the year.

As we are a very diverse team a key factor for us was to identify and Respect individual's current understanding, cultures and learning styles. And educate them in a way they could understand and relate to. And support everyone through their journey. To ensure recognition was given to individuals involved in improvements we maximised the visibility of our Trident Walls and located them at the entrances to our buildings

How did you go about involving stakeholders, gaining their buy in and support?

A proposal was put together "Trident" showing a vision for continuous improvement making MTO manufacturing a catalyst for continuous improvement and recognised globally within CooperVision as a sight of C.I. excellence.

By combining three different methods of optimising and improving our processes we would have an inclusive approach to problem solving and continuous improvement where everyone can get involved and contribute and unlock the full potential of our teams. After our initial stakeholder analysis, we highlighted some scepticism from two stake holders. To build understanding and confidence. We demonstrated the benefits of Gemba C.I., Incremental gains and the importance of not only understanding the job we were doing but also the work we must do to achieve it. With increasing demand for our product and back orders at critical level. Our directors needed us to do something fundamentally different and with a minimal delay before seeing tangible results or risk letting our customers down. To promote the trident program and support the monthly updates given to stakeholders we created a communication wall (our Trident Wall) with a story board A3 showing progress of each project and giving recognition to individuals involved as well as tracking the overall progress of the program. This has become a much requested and proud port of call for any visitors to our sight.





Our stake holders set Us the target for 2022 at equivalent savings of £1,000,000 by year end This was reached within the first 8 weeks, so it was raised to £3,000,000 and raised again to £5,000,000 and in Aug raised again to £6,500,000.

Our total savings for 2022 was £7,200,000 but more importantly we have increased customer service and made Coopervision a safer and nicer place to work.

How did the team pull together to achieve an excellent outcome?

The response from the team has been nothing but inspirational. Improvements are focused on resolving problems they encounter every day and making their working day easier. After understanding each job roll in the team and how they fitted into the bigger picture we identified areas where individuals were struggling, Other team members volunteered to take on temporarily roles with more responsibility to help the team build confidence and understanding in the new way of working. The team have been working together across departments and shifts to support each other on their improvements all sharing in our common goal. Even highlighting that the root cause of one of their problems was coming from an outside supplier. And worked with them to understand and resolve the problem.

Out of this our motto was born Together Everyone Achieves More

Section 4: What you learnt

- How was learning captured, actioned and shared to benefit others?

What could we do better?

- Structured the training so all for shifts were being trained on the same thing at the same time.
- Dedicated training room with all facilities, not moving from room to room and adapting to each environment
- I would have got agreement to dedicate 100% of my time to this and not as part of my working day.





- With training across 4 shifts (days and Nights) and spread over 2 sights an additional trainer would have improved implementation and helped address point 1

What went well

- Understanding of our team's diversity and level of knowledge so we could respect individual's understanding, cultures and learning styles. And worked with them in a way they could understand and relate to.
- The trident wall as a way of promoting our work to a wider audience and any visitors to sight this has become a topic of conversation.
- The interactive training content and keeping the training sessions to under 2h blocks to keep attention groups engagement.

The power of questioning why we do what we have always done. Some of our long-term practices and beliefs in why we need to do what we do where inherited from other processes not only where they irrelevant they were costing us volume. The motivation within our teams is not driven by the incentive of money. But by a more powerful thought of making there working day better. No matter what, everybody can be involved and make changes for the good. It became clear during this process that empowering our teams and unlocking their collective mind has engendered thinking and the ability to question why and how our teams are doing what they do. This coupled with the understanding and the importance using data. Has had a phenomenal impact, we now have 250 team members actively looking to improve there working environment every day it is unstoppable be prepared for the work load that will bring.

(A production operator identified a problem in the sequencing of are lines causing them to work harder and identified what needed to be changed. The operator didn't have the knowledge or skills to make the change but without there in-depth process understanding this would have never been identified. After making the simple change taking less than 10 min the operator's working day was easier and output was improved equivalent to £ 900,000 pa cost of improvement £0)

Each Improvement made is communicated out to other sites to see if they could benefit from all or part of the improvement.





The training package we put together at the start of our journey to address understanding is now being rolled out across CooperVision and parts have been incorporated into our global training program for our Lean Leadership program.

When you engage, inspire and invest in your teams, enabling them to improve themselves and contribute more, some will inevitably move on and up within the company. Don't see this as a bad thing. This is the highest complement you can get; your team members have recognised and will go on to spread the CI mindset you have installed in them.

