Contents

Introduction		iv
The National Centre for Food Manufacturing		v
About the author		vi
Acknowledgements		vii
1	The food industry	1
2	First steps to Lean Manufacturing	21
3	Teamwork and the development of solutions	28
4	Starting to measure and quantify performance	38
5	Applying workplace organisation in the food industry	62
6	Improving flexibility and responsiveness	81
7	Improving what we do	89
8	Improving how we do things	109
9	Planning the operation	118
10	Start of shift meetings	139
11	The seven wastes in the food industry	146
12	How can we make machines work better?	192
13	How can we let people contribute more?	207
14	How good are we?	215
Appendix 1		219
Appendix 2		221
Appendix 3		223
Index		224