

Knowledge Transfer Partnerships

KTP BENEFITS

Knowledge Transfer Partnerships are designed to benefit everyone involved

- 🔄 Businesses will acquire new knowledge and expertise
- 🔄 KTP Associates will gain business-based experience and personal development opportunities
- 🔄 University, college or research organisation will bring their experience to enhance the business relevance of their research and teaching

A DTI Business Support Solution
<http://www.dti.gov.uk/ktp/>

HIGHLAND SPRING LTD PRODUCTIVITY AND PROFIT

ABOUT THIS CASE STUDY

HIGHLAND SPRING LIMITED ENGAGED THE SERVICES OF ACADEMICS FROM THE UNIVERSITY OF STRATHCLYDE IN THIS HIGHLY SUCCESSFUL KTP PROJECT, WHICH BUILT ON THE SUCCESS OF AN EARLIER PARTNERSHIP. THE WORK HAS IMPROVED THE EFFECTIVENESS OF NEW BOTTLING LINES BY INSTILLING A CONTINUOUS IMPROVEMENT CULTURE AT THE COMPANY, INCLUDING PROCESSES, METHODS, TOOLS TECHNIQUES AND SYSTEMS WITHIN THE OPERATIONS FUNCTION. THESE WERE INTEGRATED WITH THE COMPANY'S OVERALL BUSINESS SYSTEMS AND PROCESSES.

ABOUT THE SPONSOR

THE ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL (EPSRC) IS THE UK GOVERNMENT'S LEADING FUNDING AGENCY FOR RESEARCH AND TRAINING IN ENGINEERING AND THE PHYSICAL SCIENCES.

FAST FACTS

- 🔄 Operational improvements reduced waste and increased productivity
- 🔄 Three-year £1.65million increase in profits was easily achieved in two years through the KTP
- 🔄 Enabled the Change Leaders Continuous Professional Development programme
- 🔄 Greatly enhanced professional development of Associates, now both employed by Highland Spring
- 🔄 Continuing productive relationship between the partners
- 🔄 Profit increase by £500,000 during the programme

The Company



"Extremely beneficial, rewarding and valuable to the business. The standard of the graduates was very high. Highland Spring continues to benefit as all were retained on a permanent contract at the end of their projects."

Wylie Woodburn, Operations Director, Highland Spring Ltd

Highland Spring Ltd is the UK's leading bottled water supplier and had already participated in a previous KTP. The success of this project convinced the company to embark on a second programme to develop operations to cope effectively with the increased sales. The company had invested £6million on new bottling lines and needed to maximise the effectiveness of the new technology.

ABOUT THE PROJECT

The first Associate led a £95,000 investment in a Supervisory Control and Data Acquisition (SCADA) system to collect data. Measuring performance alone cannot drive improvements, so the second Associate led the introduction of a Continuous Performance Improvement System (CoPIS) to help staff interpret the data and tackle problems.

The project developed teamwork within the company, and provided invaluable staff development in change management. It enabled the development of the Change Leaders Continuous Professional Development programme.

BENEFITS

The project successfully instilled a cross-functional, flexible and team-based culture at Highland Spring. It accelerated implementation of a real-time operations performance measurement system for reporting critical measures such as line performance, downtime, changeovers, and waste. Staff now have the capability and competency to systematically

analyse data, identify the root causes of problems and eliminate them.

RESULTS

The project significantly contributed to -

- 🌀 Waste level reduction by 5%
- 🌀 Line speed increase by 43%
- 🌀 Line downtime reduced by 31%
- 🌀 Improved production outputs to meet sales turnover increase of £11million
- 🌀 The three-year projected increase in profits by £1.65million achieved in only two years

The Associates

“This KTP has been extremely valuable to me, as it give me the opportunity to work in a successful and rapidly growing business ... I would thoroughly recommend the KTP route to others considering it.”

Colin Brown, KTP Associate

Evangelos Charalampous, BSc, and Colin Brown, MSc, were Associates on this KTP with Highland Spring.

BENEFITS

The level of coaching and support received exceeded expectations, so they benefited from a significant level of formal training as well as informal but structured development from the company and knowledge base supervisors.

RESULTS

- 🌀 Both gained NVQ Level Four in Management
- 🌀 Evangelos accepted a position as Shift Manager, being responsible for staff, output volume and quality, and improvement of the production area
- 🌀 The programme enabled Evangelos to upgrade his membership of the Chartered Management Institute
- 🌀 Colin Brown accepted a position as Systems Development Engineer, being responsible for the maintenance and development of the SCADA Shop Floor Data Acquisition System he implemented during the programme
- 🌀 Colin's experience enabled him to submit a convincing case for Chartered Engineer status

The Academic Partner



“Working with this progressive and fast growing company gave us the opportunity, along with other similar programmes, to research the success and failure factors behind organisational transformation and the implementation of improvement programmes.”

Professor Umit Bititci, Director of the Centre for Strategic Manufacturing, Department of Design, Manufacture & Engineering Management, University of Strathclyde

The Department of Design, Manufacture and Engineering Management at the University of Strathclyde reduced waste, improved productivity and increased profits for Highland Spring.

BENEFITS

The project enhanced the standing of academics and the Centre with Scottish manufacturers and enabled the Centre to host the Business Performance Improvement Conference.

RESULTS

- 🌀 The impact on research has been excellent, with Highland Spring case study material in five PhD theses, as well as a number of student projects and teaching modules
- 🌀 Four journal papers, one of which won The 2005 Award for Excellence by the Literati Club, and ten conference papers have been produced