



## *MCA Awards 2018 Highly Commended*

### **Performance Improvement in the Private Sector Turner & Townsend Suiko Ltd with Tarmac**

Tarmac is an undisputed iconic British building materials brand, widely renowned as the pioneer of modern roads and highways. Since inception in 1903, Tarmac has remained an unstoppable market-force and continues to dominate through a recent series of bold mergers and acquisitions (2013-2015).

Inevitably, over the last 4 years the business and its employees have witnessed and withstood a significant amount of change. Naturally, a critical success factor for the resultant business during this period was to maintain production outputs and profitability. To support this drive and the company's overriding vision, Tarmac launched a national performance improvement campaign – entitled 'Optimise 15/15'. The campaign was launched across Tarmac's Aggregates and Asphalt business with the aim of delivering £15 million of benefit in 2015.

To meet the challenge of the national strategy head-on, Tarmac's south region, working in tandem with Turner & Townsend Suiko (Suiko), developed the **Asphalt Optimisation Programme (AOP)**.

Together this strategic partnership successfully pushed the boundaries of performance improvement to far exceed expectation. The blended expertise of Suiko's operational-excellence disciplines and Tarmac's asphalt production was powerfully harnessed to create a world-class continuous improvement model that:

- has generated £1.25M savings
- has successfully been rolled-out to 24 regional plants
- is sustainable and owned by the site teams
- is delivering improved customer service
- is delivering significant financial benefit back to the Tarmac business
- has subsequently been adopted as a national blueprint for roll-out across the full complement of Tarmac Asphalt plants

The AOP programme showcases the key principles of Lean and Continuous Improvement, grounded in a traditional manufacturing environment and applied specifically to the needs of the Tarmac Asphalt business.



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AOP offers a powerful case study. It strongly demonstrates how Lean lessons from other industries and sectors can be effectively transferred to the construction realm very successfully, ultimately reaping significant benefits in improved performance, cost, cash and long term profit.

*"AOP has transformed our Asphalt business. We've improved our performance in many areas and learned that 'less is more' by focusing on what is clearly important and drives business value. Suiko delivered their objectives 100% , assisted by the aligned partnership that has been developed throughout the project, fundamentally around the individual personalities, their openness and determination for us to succeed – combined with the passion and focus of our in-house teams. This sustainable model is transferable across our wider business and is adding great value to our bottom line, customers and supply chain."*

- Andy Bate, Tarmac, Area Director, London & South East