

How Poka customer Upfield commissioned a new paperless site

Renowned for its wide array of plant-based food offerings, Upfield operates 14 state-of-the-art production facilities worldwide with a dedicated workforce of 4,900 individuals.

Poka
An IFS company

A mature Poka user, the company made the strategic decision in 2022 to leverage the relocation of its Rexdale plant to Bradford to pursue their paperless vision and develop a culture of continuous improvement at the new facility.

Upfield's Commissioning KPIs



\$300k

Saved by creating work instructions in-house



70

Day reduction in issue resolution time



250

Work instructions in one year



1,590

Hours saved per year in form verifications

New Site Commissioning: An Opportunity for Modernization

The commissioning of their facility, with four production lines for plant-based spreads and a primary line with sublines for vegan cheese facility, represented a challenge for the organization. Not only were 95% of their 120-strong workforce new hires but the greenfield site was equipped with 70% new equipment sourced from OEM providers across Europe. To hit the ground running, they decided to leverage the full power of the Poka platform.

Because the equipment was predominantly new, they were only able to migrate 5-10% of existing work instructions and standards from Rexdale. Establishing a paperless factory from the get-go required Brantford to expand their Poka usage, integrating digital work instructions, troubleshoots and forms alongside issues management.

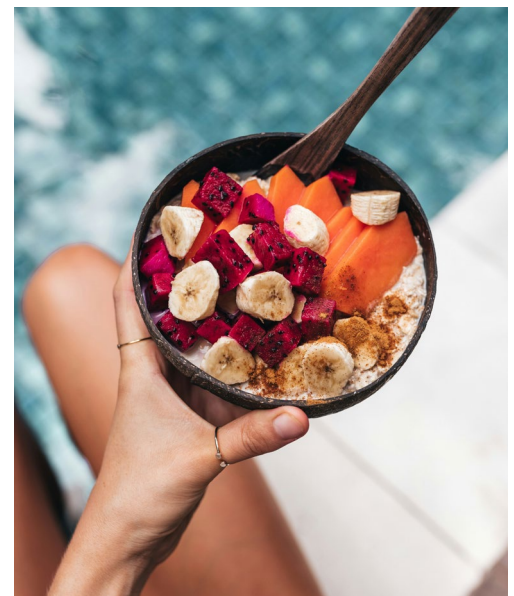
About Upfield

Upfield is a global leader in plant-based foods, at the forefront of driving positive change for both people and the planet through their established brands and investment in cutting-edge food research. Their brands encompass: Flora, Becel + ProActiv, Rama, Country Crock, BlueBand and Violife.

Serving 90 countries, they are multicategory and multi-channel, distributing their high quality products to retail partners and professionals around the world.

www.upfield.com

 **Upfield™**



A paper-free production process contributed to Upfield's environmental, social, and governance (ESG) goals. It would also provide comprehensive, factory-wide standards, enhance safety controls and allow workers to troubleshoot during commissioning to minimize downtime rapidly. New plants often experience higher turnover and training, and many new hires on that much new equipment were going to take quite an effort.

As equipment was commissioned, Arif assigned a staff member to film the OEM providers' initial sessions on equipment settings and instructions in Poka's resource library. These recordings were an invaluable resource and were later used to create training skills, work instructions, and troubleshoots - allowing employees to adapt quickly to the new factory environment and troubleshoot unfamiliar equipment as effectively as possible.

Upfield also took the opportunity to reimagine their approach to developing work instructions. Rather than hiring an external consultant to create commission documents, they boldly chose to democratize content creation so every employee in the factory could contribute. After some initial training, associates harnessed any downtime to record videos and write work instructions, following a uniform style. They used Poka to compile their work, building an internal knowledge base of 250 work instructions over the course of a year.

This strategy offered several benefits. Creating work instructions in-house instead of hiring a third party saved approximately \$300,000. Additionally, as associates mastered a process to create work instructions, they built up their expertise to become trainers. The training team organically grew from a single admin, with process experts now able to shoulder some responsibilities for on-the-floor training and assessments.

Results Driven by Leveraging Poka: Shortening Issues Resolution Time

In less than a year, frontline workers flagged over 500 operational issues in Poka, contributing to the plant's continuous improvement initiative. Even more impressive was how they were able to shorten resolution times by approximately 70 days in 2023 alone.

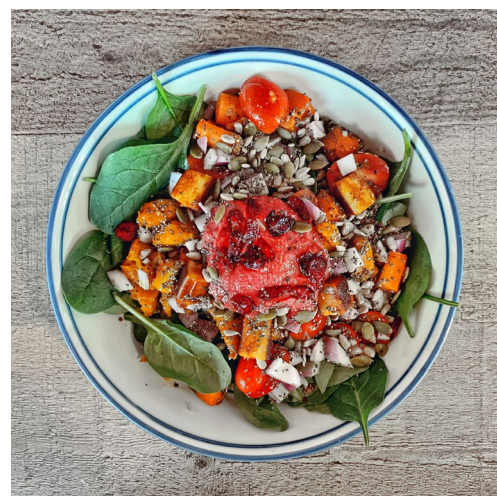
Poka helps the team efficiently manage problems, working towards a more streamlined problem-solving process. Each area has a 'Poka Lead', who manages and resolves issues reported in the app collaboratively with management and other departments. This fosters idea generation, empowering team members to address challenges, identify root causes, and determine if further work instructions or troubleshooting guides are needed.

Benefits seen using Poka

- Shortened issues resolution time
- Created work instructions in-house to save time and cost
- Empowered workers to build expertise to become trainers
- Contributed to a paper-free production process with digital work instructions

“Our journey with Poka during the new site commissioning has been nothing short of transformational. It's been a journey marked by innovation, efficiency, and the fostering of a culture of continuous improvement.”

Arif Khan, Continuous Improvement Specialist



Data-Driven Decision-Making with Visual Dashboards

The final component of Upfield's digital transformation is replacing paper forms with multi-media digital forms. They have created and completed 10,000 electronic forms in Poka, saving 1,590 hours per year in form verifications by being able to discuss submission clarifications, e-sign and file within the app. The efficiency boost of streamlined processes comes alongside improved accuracy from automated data capture.

Once data has been submitted, deviations are flagged, and the information is displayed in customized visual dashboards. The big win for Arif with visual insights is that they can trend-spot what's happening on the floor, instantly identifying patterns and anomalies in production and quality data to quickly make important decisions, boosting efficiency.

Poka has also proven to be a powerful tool in enhancing team coordination for their training efforts, providing visuals that simplify gap analysis and effortlessly highlight areas where training is lacking. This not only allows for quick decision-making but also prompts immediate action to address any training deficiencies. By providing a visual overview of team proficiency it enables supervisors to identify which teams can operate specific equipment efficiently and align skills capabilities with global targets.

Conclusion

Upfield's journey in commissioning a new site sparked a transformative shift to a paperless vision, capitalizing on the Poka platform. This change not only bolstered efficiency but also empowered their workforce, fostering a culture of continuous improvement and realizing substantial time and cost savings. By democratizing content creation, streamlining issue management, and enhancing audit processes, Upfield has set a benchmark for embracing technology in pursuit of sustainability and operational excellence.

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“The results were as astounding. Fostering a sense of purpose, shared learning and substantial cost saving.”

Arif Khan, Continuous Improvement Specialist

Find out more

Learn more about Poka and how you can replicate Upfield's success story: [learn more and request a demo](#)

