



An Australian Government Initiative



## CASE STUDY:

### BUSINESS REVIEW – Edlyn Foods Epping, Victoria

*Edlyn Foods Pty Ltd is a key supplier to the food service industry. They manufacture preparations for beverages, baking products, condiments and desserts, which include toppings, cordials, mixes, chutneys and relishes. Established over 70 years ago, the company currently employs 55 staff at its new facility in Epping.*

Moving to a new purpose-built premises was the impetus for Managing Director Andrew Donnelly's decision to participate in the Business Review program.

"We built a brand-new factory that was much larger because we wanted to facilitate growth of our business. It was a challenging time, expanding during the financial crisis, but it paid off. Our growth over the last year exceeded 18%. When we saw what this program was offering, we thought it was a perfect time for us to review our business operations.

Paul Smarrelli, Business Adviser for Partner Organisation NORTH Link, was excellent and very professional. For us, it was a real bonus having a person with so much manufacturing experience providing an independent perspective. It was just what we needed.

The information Paul required was straightforward, but gathering it took a bit of time. We found that while we measure a lot, we weren't measuring some of the parameters that Paul needed to complete his report. Our financial controller spent time over a number of weeks compiling everything and Paul visited us onsite to make sure that he knew all about our business.

Paul then supplied a full report that measured our business and benchmarked it against other companies, both nationally and internationally.



The report validated our thoughts on what needed to be done. It confirmed some things that we do well, like order entry, customer service, sales, financial management, customer information systems and deliveries. Importantly, it said that we were well positioned to expand our customer and market base.

But there was room for improvement too. We need to improve our forecasting and production planning. Paul pointed out that we don't fully utilise our Master Production Scheduling / Manufacturing Resource Planning system and in some cases we still do things manually. We need to feed our sales planning more efficiently into our production planning, so that we can respond more effectively to changes in the market. The report emphasised other areas for improvement too, such as innovation and leadership development.

Participating in the Business Review program has helped us to identify the most critical training requirements of our business. Because of Paul's report, we know where to focus our efforts to be a better company. This is critical for us. We want to maximise our investment in the new premises and streamline our internal processes so that our operations are as efficient as possible. That way, we are setting up the business for the future.

We are very happy that we took part in this project."

*Edlyn Foods was provided with a Business Review during 2009 by Enterprise Connect Partner Organisation NORTH Link and Business Adviser Paul Smarrelli.*