

## Thorntons

Thorntons produces a range of luxury confectionery goods for sale in its own stores. The products include a wide variety of product forms and flavours, including seasonal items and gift occasions. Due to commercial pressures on the business, James Ross Consulting were commissioned to identify and implement process and material cost savings. The project concentrated on two production facilities in the UK.

## Helping Thorntons to reduce costs with their packaging costs and finished goods cold storage capacity through innovative new designs

### Business Challenge

The project involved changes to packing process (output / changeovers), packing labour, pack formats, collation methods (cube) and pallet loading. All changes were developed and tested in conjunction with the internal team. Packaging component and commercial data was investigated to provide background information, in agreement with local management. Specifications of existing materials were systematically reviewed for change. Procedures for developing and testing alternative pack formats and materials were proposed and agreed. A team, consisting of commercial, marketing and technical representatives, was set up to agree and approve the changes.

### How JRC Helped

The project was structured to run in support of a strategic development initiative (repositioning and re-defining core products). This cost savings element provided funding for the overall project. Our total fee was recovered against the savings accrued in this initiative.

### Value Delivered

The project delivered significant cost reduction in cartons and thermoformings, introducing a new, simplified pack construction for boxed chocolates. Savings were also achieved in labels, films, and corrugated. An indirect benefit of the project was to reduce the volume of finished goods stock held in 3rd party cold storage. This was achieved through pallet load density improvement and re-specification of corrugated shippers.

### About Project

Not all toffee is special and not all chocolate is choice, unless we're talking about Thorntons. The chocolate- and toffee-maker owns 380 sweets shops and franchises another 250 throughout the UK and Ireland. The stores offer premium and hand-crafted boxed chocolates, hampers, gift boxes, corporate gifts, and seasonal candies. It makes both organic and diabetic confections.

### About James Ross Consulting

James Ross Consulting is a mid sized global manufacturing consulting, technical support and analytical services company, with offices established in the UK, USA and Australia. Their three competence groups, Cost Optimization, Technical Support and Analytical Services, develop a full spectrum of services and solutions that address business opportunities and challenges common across industries. See also [www.jrconsulting.com](http://www.jrconsulting.com).