

CASE STUDY

DEVELOPING AN INNOVATIVE CULTURE AT TEYS BEENLEIGH



OVERVIEW

Tey's Beenleigh is a meat processing plant located 35 km south of Brisbane, Queensland. The plant is one of six processing facilities operated by global food business, Tey's Australia. Tey's Beenleigh was established in 1954, and currently employs more than 1,000 employees. The facility processes cattle for both domestic and international markets. With global demand for beef projected to grow over the next five years, the plant is aiming to increase production.

THE CHALLENGE

Lachlan Tey's, General Manager Operations for the Beenleigh facility, recognised the need to optimise employee performance and culture, before being able to develop a deliberate process of innovation to support growth. Escalation and delegation processes at times were suboptimal with both supervisors and senior leaders often engaged on operational issues, leaving less time for strategic matters.

Some employees also showed concern about change and trying new things, which impacted performance and the ability to foster an innovative culture.

AT A GLANCE

COMPANY OVERVIEW

Organisation:	Tey's Beenleigh
Industry:	Red meat processing
Location:	Beenleigh, Qld
Size:	> 1,000 employees

RESULTS

10%
increase in productivity

48%
decrease in employee turnover

50%
increase in supervisor engagement

THE SOLUTION

Teys engaged Response Group through the AMPC Innovation Culture Project in 2021 to help bring about the culture transformation required to support innovation and creative thinking. Our work with Teys Beenleigh included the facilitation of strategic leadership workshops to:

- Understand the current culture and start to craft the future desired culture
Identify the levels of work and ensure clarity around what leadership looks like and where the lines of control and communication lie
- Develop a strategic framework designed to facilitate staff behaviour and improve employee driven innovation.

After a successful workshop series, Lachlan was able to recognise and implement the below change of systems:

- Reassign roles based on the supervisor's ability to handle certain levels of work
Clearly define authority for supervisors and increase their involvement and accountability for business challenges and opportunities
- Allow job swaps that foster new perspectives from different employees
- Enable and empower employees to be more productive
- Implement work practices that encourage employees to discuss ways to improve
- Internalise new management habits that encourage employees to play an active role in the evolution of the business.



“In our industry, innovation is often associated with the development of automation or robotics. But the reality is, employees are your most productive asset. Response Group helped us strategically improve the capability of our people and systems, to create a culture where innovation can flourish. They understood the nuances of our industry, challenged ideas and behaviours without lecturing, and worked alongside our team to help us achieve innovation-led growth.”

Lachlan Teys

General Manager Operations, Teys Beenleigh



THE RESULTS

A change in mindset and behaviours often takes time. Lachlan reported that initially employees wanted to go back to their prior way of working. However, after implementing small, impactful changes over the course of six months Lachlan reports a noticeable shift to building a culture of exploration and collaboration. Some direct outcomes include:

Productivity Increase of 10%

As a result of the supervisors and leaders being able to focus more on their respective roles, the production area has become more efficient. These changes have facilitated a 10% increase in productivity improvements and overall throughput.

Positive cultural shift - 48% decrease in employee turnover

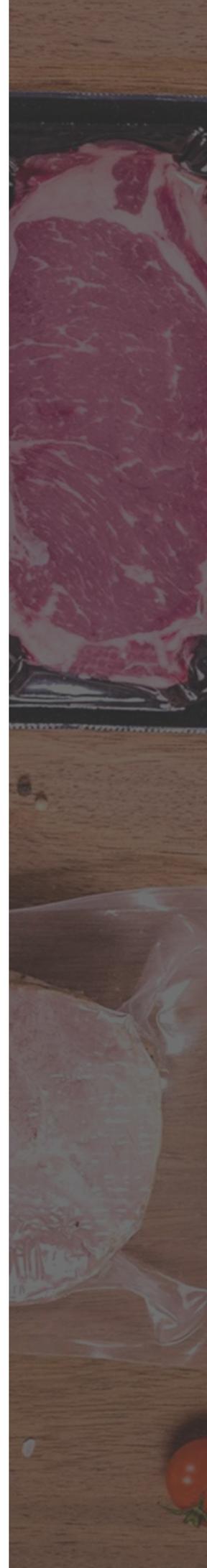
Lachlan has reported a positive shift in the energy and enthusiasm of employees in the production area. People are noticeably happier, and employee turnover has reduced by nearly 50% compared to previous years, reducing recruitment costs. He says employees now look forward to challenges and actively work together to form solutions and new ideas.

Improvement of food packaging system

One tangible outcome following the strategic innovation training has been the new ideas driven by employees. An example includes the improvement of food packaging systems. The Plant Manager recognised that the cryovac vacuum machine was underutilised. He suggested the plant create alternative access to the machine by removing a wall and diverting additional cuts to the machine. The idea was developed, and as a result the plant is now able to process an entire run in one shift rather than over several shifts.

Launch of new brand

Through an increase in employee engagement and collaboration, Teys Beenleigh has been instrumental in bringing a new signature brand to life – Teys Black. Lachlan reported that since working with Response, employees embraced the project with enthusiasm and positivity rather than focusing on the challenges and change involved. The team are proud of the important part they have played in the launch of this new brand for Teys.





Supervisor engagement - 50% increase

Overall, supervisors take initiative, solve problems and provide direction to their teams. They demonstrate an attitude of support towards their team and accountability, which enables everyone to work at the right level for their role. Lachlan estimates supervisor engagement has increased by 50% as a result.

Operational efficiency

Following the strategic innovation training, Lachlan also reported numerous operational gains. One example of this is a decrease in PPE wastage such as gloves, hair nets and ear plugs, resulting in cost savings for the facility.



CONTACT

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