

## Case study

### Premiere Kitchens Ltd

#### Interview with the SME representative:

1. **Indicate in which subsector the company belongs:**  
Domestic and contract kitchens
  
2. **Indicate number of employees before and after restructuring**  
**Before:** 138  
**After:** 138
  
3. **When did the restructuring process take place?**  
Premiere began its sustainable practices approximately 5 years ago
  
4. **What was your motivation to implement the restructuring of your company? (for example more profitable or more environmental friendly)**  
The motivation was driven both by increasing our profitability by lowering our operating costs and the desire to become a more environmentally friendly organization. Also in our particular market of providing kitchens for Social Housing there is a requirement to have ISO14001 and a sustainable policy and approach to your manufacturing and supply or you are excluded from the tender process in most cases if you do not have this in place.
  
5. **How did you do it? Describe some of the main steps of the process (add more if needed):**  
**Step 1:** Commitment demonstration for sustainability driven investments  
**Step 2:** Biomass facility investment  
**Step 3:** Energy saving investments during last 12 months (Power Correction Factor, VSD's & LED Factory Lighting system)  
**Step 4:** Landfill and skip reductions leading to decrease average cost per manufactured unit.

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**6. The restructuring of a company demands new skills acquired from the workers. Was training given to all the workers of the company ?**

It was not so much training or skills but a culture change at the beginning of the process ensuring that all staff were involved from the outset and had understood both ethical and commercial reasons for strategy and how this affected them as individual employees and indeed as citizens.

**7. Did you have experts consulting you during the whole process?**

We did use experts during the energy saving part of the project that performed usage analysis pre – investment and then made subsequent investment recommendations to us with the project anticipated savings.

**8. Was this process funded by any organization/company?**

Initial research funding was provided by our local Business Link up to the trial point for the energy saving technology but not after that as funding budgets was cut.

**9. Did you notice reduction of costs in the company?**

Yes, significant reductions. Our average energy cost per manufactured unit has decreased from £1.06 at its worst point to the current £0.66 per unit. The reductions on landfill and waste have seen our average waste cost per manufactured unit decrease from £0.73 per unit at its worst point to the current £0.01 per unit. Finally our disposal costs were decreased from £168K to £10K.

**10. Did the employees become more productive?**

No, we did not notice an impact on productivity but this was not part of the project plan in any case.

**11. How did the departments of your company change (if they did) after the restructuring?**

No departmental changes took place or were necessary

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**12. Is wood waste used as a source of energy in your company?**

Yes all processes MFC waste is processed through our biomass facility and the energy converted to hot water which provides central heating to our entire facility

**13. Where some new machines bought?**

Yes, please see attached investment summary.

**14. Did you change marketing policies to attract new customers?**

Yes these improvements have been positively received by our customer base whose comments would suggest what they perceive Premiere to be genuinely passionate and committed to sustainability. Sustainability has most definitely played a key part in our success venturing into new markets other than kitchens, such as student furniture and more recently bathroom furniture. Our environmental achievements have also helped to win business through official tender routes as it is now a key pass/ fail element in many tenders.

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