

CASE STUDY: OPTIMA

BACKGROUND



Employing 283 people in the UK and with a turnover of over £55M, Optima specialises in the design and installation of high quality demountable glazed partition, working closely with leading architects and contractors in the interior fit-out market.

Members of the Supply Chain School since 2012, Optima have long standing relationships with many of the School's Partners, including Overbury, Sir Robert McAlpine, ISG and Lendlease.

Sustainability is of key importance throughout the organisation and, since 2015, they have been delivering projects to BREEAM, LEED, WELL and SKA standard and are currently transitioning to the latest ISO 14001 standard (2015).

SELF-ASSESSMENT & ACTION PLAN

Optima completed their first self-assessment in 2012 and have completed numerous assessment since. The process was begun in 2012 by Vaughan Rance and is now led by Rossana Dentico. Rossana is the main point of contact between Optima and the School and uses her role of Environmental Sustainability Lead to embed sustainability through the organisation and into the procurement decision process.

Completion of the self-assessment tool creates a bespoke, tailored, ten-point action plan and Optima found their action plan to be particularly beneficial because it allows them to recognise potential areas of focus throughout the business.

IMPACT

As a result of engaging with the School, Optima has:

- ✓ **Committed to reducing their waste** by reusing their packaging and protection materials both on and off site
- ✓ **Worked to secure the latest ISO 14001: 2015** standard and to increase the number of their suppliers who are also compliant with this
- ✓ **Implemented a new company procurement strategy** that includes environmental credentials which the supply chain can use to differentiate themselves on tenders
- ✓ **Gained an insight into the importance of supply chain collaboration**; and committed to working with any take-back schemes from third party suppliers to further reduce waste on site
- ✓ **Reflected on their current approach to sustainability**, and used the School's resources to help articulate the business case to senior management to implement positive change within the organisation
- ✓ **Actively promoted the School and their membership** status both internally to the team and externally to their clients; as well as publishing their membership status on their website
- ✓ **Created a link between the company's EMS Objectives and Sustainability Objectives** by using the assessment tool as a guide to convert their biggest challenges into sustainability objectives



- ✓ **Adopted an FSC only policy** to ensure client expectations are met as well as sourcing timber which comes from well-managed forests. OPL product factory has recently become FSC certified to provide their clients with full chain of custody information on manufactured products which may contain timber
- ✓ **Committed to providing** all project and site managers with SEATS- CITB training to raise Site Environmental Awareness

BENEFITS

Improved waste management practice – As a result of accessing the resources on the Supply Chain School, Optima have developed a new door stillage trolley for deliveries which enables them to re-use most of their factory’s packaging on site or in other projects.

Reduction in carbon emissions – Furthermore, this new trolley system enables doors to be transported in larger numbers (4 to 6 doors each time), meaning deliveries to site are reduced and carbon emissions are lowered as well as reducing the use of timber pallets during deliveries.

Giving excess products a “second life” and reducing waste on site – By developing an internal tool which records any products / materials left on site. This information is automatically shared with Project Managers and Site Managers and they can arrange for appropriate items to be collected and transferred to another project, limiting the amount of waste disposal on site and demonstrating a commitment to waste reduction.

A more sustainable supply chain – Through evaluating their approach to sustainability issues, Optima have developed a new procurement strategy which includes environmental credentials and targets to enable them to work with the most sustainable supply chain possible and to encourage their suppliers to focus more on sustainability.



Insight into client priorities – Attendance at events and access to online resources recommended by their customers have helped Optima gain a better understanding of the sustainability drivers of the industry, enabling them to develop a closer relationship with their clients and continuously meet their expectations

Cost savings – Optima have benefited from 48+ hours of free face to face training, a significant cost saving to the business in terms of staff development

Increased competitive advantage – As a result of engaging with the School and working through their action plan, Optima have achieved Gold status with the School. They intend to use their Gold badge in their company literature, on their website, and in their tenders and discussions with customers. With the growing number of main contractors and client Partners to the School, Optima see this as helping to increase their competitive advantage.

THE FUTURE

In order for Optima to remain engaged in the School it is important that the School:

- ✓ Continue to support collaboration across the supply chain
- ✓ Encourage the School’s Partners to mandate membership to their supply chain
- ✓ Ensure the resources available on the website and within the Action Plans are up to date, relevant and of practical use to the construction industry