

MANUFACTURING

Food & Beverage Company Increased Shipping Volumes by 30%

3:1

*Return on
Investment*

CHALLENGE

Drive productivity improvements during rapid growth

Rapid growth meant that the continuing success of our client's strategy depended upon improving multiple facets of the company's operations simultaneously while significantly improving margins, cycle times and product quality assurance.

OUR FINDINGS

Identified 5 items for improvement

- Poor planning and scheduling was affecting the organizations' ability to meet customer commitments
- There was a significant opportunity to improve margin contribution from their core products
- Opportunities were identified across all production lines for cycle-time reductions
- High internal cost of poor quality
- Multiple locations having all started with standardized processes had created "local" process workarounds that drove considerable inefficiencies across the value-stream

SECTOR
Food and Beverage

Project
Driving Productivity
Improvements

REFERENCE
16-MP

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IMPLEMENTATION

We focus on 5 areas to drive productivity improvements

Environment, Health & Safety

- Established basic EHS management system to drive safety behaviors
- Implemented processes and systems to track and manage safety observations/actions
- Improved safety programs to drive employee participation

Production Operations

- Installed a work management process and a production loss accounting system
- Implemented a material and production scheduling process
- Installed short interval controls on key production parameters to ensure each shift operated in a similar manner

Maintenance and Reliability

- Implemented improved planning and scheduling processes to drive efficiency
- Completed equipment RCAs and FMEAs to improve the reliability of bad actors and critical equipment

Organizational Effectiveness

- Developed an organizational structure, including roles & responsibilities with clear accountabilities and lines of reporting

Production Scheduling

- Implemented new scheduling process to leverage correct product sequencing and campaign lengths
- Integrated inventory management into the scheduling process to reduce obsolete inventory

RESULTS

All delivered at a 3:1 client ROI

Annualized savings **\$9M**

Increase in shipping volumes **30%**

Reduction in off-specification products **45%**

Increase in productivity **20%**



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It was incredibly difficult when we first started, trying to get the leadership team and the organization as a whole on the same page, but we did persevere thanks to the efforts of your team and the time and effort you spent working on the shop floor...which funnily enough is exactly what you promised.

Global Procurement Director