



POWERS ENERGIZES DAIRY AND COFFEE BEVERAGE COMPANY'S CAPACITY AND CAPABILITY WHILE LOWERING COSTS

BACKGROUND

A major dairy producer in the Northeastern U.S., manufacturing both dairy products and ready-to-drink coffee beverages, reached out to POWERS for support. Despite having invested in new equipment, they weren't getting the throughput or efficiency needed to stay competitive. They wanted to increase output, lower their cost per unit, and improve how their teams executed on the shop floor, all without expanding their footprint or headcount.

SITUATION ANALYSIS

The core challenge was clear: the company needed to increase production without adding more cost. Equipment had been upgraded, but day-to-day performance didn't reflect that investment. Processes were inconsistent across shifts. Supervisors lacked structured tools to drive improvement. And departments operated in silos, production didn't have full visibility into planning, and maintenance teams were often reactive instead of proactive.

The gap wasn't the equipment, it was how people were using it. With demand growing, the company needed to quickly build better systems for execution, leadership, and decision-making across the operation.

OBJECTIVES

- Drive down cost-per-unit by improving overall output
- Increase how effectively teams used available equipment and labor
- Build the leadership capabilities of frontline supervisors and shift leads
- Reduce variability in Cleaning-in-Place (CIP) processes and shorten cycle times
- Design and implement a Management Operating System (MOS) that reinforced accountability, data-driven decisions, and daily performance habits
- Break down functional silos to align Planning, Maintenance, and Production

PERFORMANCE RESULTS

In Recurring
Annual Savings

\$6.7
MILLION
in savings

36%
Increase in
Packaging
Productivity

Improvement in
Packaging Productivity

Increase in Evaporator
Line Productivity

33%
Increase in
Evaporator
Line Productivity

30%
Reduction
in CIP
Cycle Time

Reduction in CIP Cycle
Time for Packaging



HOW POWERS GOT RESULTS

1. Conducted a True Current-State Assessment

We started by walking the floor and mapping how each part of the operation actually ran, not how it was supposed to run. That meant watching shift changes, evaluating maintenance handoffs, documenting production routines, and collecting data on real output vs. planned performance.

2. Reviewed Functional Business Units and Existing Systems

We took a close look at the existing management systems in Production, Maintenance, and Planning. We identified key breakdowns, missing routines, poor use of data, and unclear ownership, that were keeping teams from operating consistently or improving performance over time.

3. Redesigned the Management Operating System (MOS)

We helped develop and roll out a more effective MOS, focused on turning raw performance data into actionable insights. This gave leaders better visibility into what was happening during each shift and what adjustments were needed. The system included tiered accountability meetings, updated KPIs, and stronger escalation procedures for resolving problems quickly.

4. Delivered Leadership Training and Embedded Coaching

We didn't just hold workshops, we trained and coached frontline leaders on the floor, during real operations. This included building skills in communication, decision-making, and shift-level accountability. We helped them create and sustain the habits needed to drive daily performance.

5. Strengthened Cross-Functional Alignment

We worked across departments, from Business Development and Supply Chain to Production and Distribution, to close the gaps that were causing delays and misalignment. By improving handoffs, communication loops, and shared planning tools, teams could respond faster and with fewer missteps.

THE RESULTS

- **\$6.7 million** in recurring annual savings, verified and tracked
- **36.9%** improvement in packaging productivity through better scheduling, equipment usage, and crew coordination
- **33.4%** increase in evaporator line productivity, driven by optimized run plans and reduced downtime
- **30%** reduction in CIP cycle time in the packaging area, achieved through clearer procedures and faster changeovers
- **30%** improvement in tank changeovers, minimizing idle time between production runs
- Rolled out a structured, financially accountable Sales & Operations Planning (S&OP) process with C-suite backing and clear thresholds for escalation
- Improved alignment between Planning and Production, with a defined system for raising and adjusting run rates based on real-time conditions and demand signals

IN OUR CLIENT'S WORDS

"One of the biggest benefits of the project has been the teams are working together."

"I could never understand why we scheduled Butter the way we did, until I started going to the meetings with Ellen and the scheduling team."

"I didn't think you could fix this meeting (Production Meeting), but you did."

"Communication between departments has increased. We have come a long way since the start of the project. When we put a schedule together, it meets every department's needs."

"Project increased communications across the plant. WGLs are more involved, more active and are more empowered to do their job."

"I feel as though POWERS has been able to move the business into one direction. Before, we all set expectations for our individual departments. Now we all are focused together to attain one goal. We now have a more clearly defined understanding of our duties, keeping us knowingly moving forward."