



POWERS HELPS GLOBAL FOOD INDUSTRY LEADER ACHIEVE 92% UPTIME, 9% INCREASED THROUGHPUT, AND 14% IMPROVEMENT IN ON-TIME DELIVERY

PROJECT OVERVIEW

Our client-partner is a private equity firm and their portfolio company is in the business of sourcing, processing, and marketing high-quality value-added food products from around the world to the foodservice and retail markets.

When we first engaged with them, they faced significant operational and cultural performance challenges that prevented them from fulfilling customer orders and inhibited market share growth.

They struggled to scale outmoded paradigms that had worked for years. They also faced a generational management transition, as retiring managers took their 20+ years of experience with them.

With numerous orders behind schedule, manufacturing chose to operate sub-optimally, with minimal production runs to satisfy the most customers.

The company operated on a "whatever it takes to get it out the door" mentality, producing a constant firefighting workplace culture.

OUR APPROACH

Working with production supervisors, we constructed line balance and SMED observations, ensuring SKUs were set with reasonable expectations.

We developed a capacity model for short-term line scheduling, longer-term planning, and resource forecasting with their planning department.

We improved short interval scheduling, follow-up, and barrier identification at the supervisory level by supporting frontline leadership, empowering them to identify barriers better and take actions to address any variance.

Working with the production team, we developed Lost Time capture to the root cause and implemented actions to improve output and more closely perform to capacity.

We implemented tablets for data migration to operating reports which illuminated production performance for management, identified production variances down to the sub-line level, and closed the feedback loop to scheduling.

PERFORMANCE RESULTS

Uptime Achieved

92%
Uptime Achieved

9%
Increase in Throughput

Increased Throughput

Improved On-Time Delivery

14%
Improvement in On-Time Delivery

50%
Improvement in Schedule Variance

Improved Schedule Variance