



## THIS STALWART GLOBAL MEAT PROCESSING INDUSTRY LEADER ENGAGED POWERS TO LEAN UP PRODUCTION WHILE BEEFING UP PERFORMANCE

*Faced with ever-soaring demand and sizzling commodities prices, our always-innovative client brought us in to address flagging performance and lean up production wherever possible. Our team helped align their culture with performance to deliver productivity increases while reducing labor costs.*

### BACKGROUND

This industry-leading meat processing company has built a reputation as a dependable partner to thousands of meat buyers and producers worldwide. Over its decades in business, the company has committed to continuously improving its products and services and exceeding the expectations of what any meat company could offer its global partners.

However, dealing with the persistently high demand and supply challenges that have impacted many businesses in the food sector particularly harshly has required this company to redouble its efforts to keep its brand promise and build its competitive advantage.

### SITUATION ANALYSIS

We uncovered opportunities to improve leadership behaviors and the systems and processes used to manage operational performance. For example, supervisors spent only 15% of their time performing their supervisory duties of actively coaching, guiding, directing, and engaging their direct report employees.

In addition, unclear roles and responsibilities led supervisors to spend as much as 32% of the day performing the work of their frontline employees instead of focusing on their supervisory tasks.

At the same time, our team discovered deficiencies in the Management Operating System (MOS) resulting in reduced capacity, yield, overall productivity, and increased labor costs due to overtime.

### OUR APPROACH

Our team focused on building a more robust and definitive Management Operating System and training their already willing frontline leaders and workforce on the skills and behaviors necessary to reverse the chaotic environment that had developed over time.

We worked extensively with managers and supervisors, providing hands-on training and guidance to develop their skills and teach the behaviors necessary to increase their daily and long-term success.

### RESULTS

With a reinvigorated and readied leadership staff, and a more straightforward MOS providing a daily and long-range roadmap to success, our client realized significant gains in productivity. On-time startups, which languished at 52%, jumped to a 91% average, a 75% improvement. Labor costs were reduced by cutting overtime a whopping 17%.

And our client's vital throughput metric, pounds per labor hour, enjoyed an 8% improvement overall, helping build on their already-strong reputation and continue satisfying their customers.

### PERFORMANCE IMPROVEMENTS

Productivity up!

**75%**  
Increase in  
On-Time  
Startups

Throughput up!

**8%**  
Increase in  
Pounds Per  
Labor Hour

Costs down!

**17%**  
Reduction in  
Labor Costs  
(Overtime)