



# POWERS TURNS DISCIPLINE INTO \$6.3M IN ANNUALIZED SAVINGS FOR MANUFACTURING GIANT

## BACKGROUND

The site operates one of the most complex manufacturing environments in its network, running multiple high-speed production complexes around the clock with frequent changeovers and tight coordination required across Production, Maintenance, and Quality.

Performance depended heavily on leadership consistency and shift-to-shift execution. While strong technical capability existed across the operation, results varied by area and by leader. Expectations were not always translated into consistent daily behaviors at the frontline.

Senior leadership recognized that sustaining performance would require a disciplined Management Operating System (MOS) that aligned leaders around clear standards, escalation, and daily execution.

## INITIAL SITUATION

Prior to MOS deployment, several chronic execution gaps were limiting performance stability:

- Weekend Cold Starts routinely exceeded target startup windows
- Escalation timing, ownership, and follow-through varied by leader and shift
- Leader Standard Work was inconsistent and often treated as administrative
- Limited visibility to losses and actions at operator and shift-lead level

Skill concentration created instability during absences or demand spikes

These conditions led to unstable schedules, lost production, and recurring firefighting rather than proactive problem prevention.

## ASSESSMENT & ROOT CAUSE

A structured assessment conducted jointly by site leadership and the POWERS team using TWNW reviews, Gemba observations, and leadership alignment sessions confirmed that the primary constraint was not the absence of tools, but inconsistent system discipline.

Visual boards, escalation processes, and audit practices existed in parts of the operation, but the POWERS team observed that execution cadence, clarity, and accountability varied significantly by area and shift.

## RESULTS

**\$6.3M**  
Annualized Savings

**+26.9%**  
Labor Productivity

**+40%**  
Gemba Health Scores

  
Stabilized Cold Starts

  
Strengthened Escalation Discipline

## ASSESSMENT & ROOT CAUSE (CONT.)

Shutdown readiness was not consistently verified, startup preparation lacked cross-functional confirmation, and escalation expectations were interpreted differently across leadership levels.

Working alongside frontline managers, the POWERS team also identified that Leader Standard Work was often viewed as administrative rather than operational, limiting its impact on daily execution. As a result, performance depended heavily on individual experience rather than a shared Management Operating System.

Leadership alignment on expectations also varied across areas, reinforcing inconsistent execution patterns and limiting the site's ability to sustain performance gains.



## APPROACH

Working directly with frontline leadership, the POWERS team supported the deployment of a structured MOS designed for practical usability, clear ownership, and long-term sustainment within daily operations.

Together with site leaders, POWERS established:

- **Leader Standard Work (LSW)** defining daily leadership behaviors
- **Time-based Escalation Pyramid** clarifying triggers and ownership
- **Skills Flexibility Matrix** improving staffing resilience
- **Visual Management Boards** linking losses, actions, and ownership
- **Structured Gemba Walks** supported by health checks
- **Pilot Kaizens** to validate improvements prior to rollout

The POWERS team worked side-by-side with supervisors and managers to test and refine these elements in active production areas before broader deployment. This ensured tools were practical for frontline use and aligned across shifts.

All standards and expectations were consolidated into a single MOS playbook, developed collaboratively by the site and the POWERS team to ensure consistent interpretation across roles and operating areas.

## RESULTS

Within the first ten weeks, the MOS deployment delivered measurable performance gains:

- \$6.3M annualized savings driven by \$122K in weekly efficiency gains
- 26.9% improvement in production labor productivity
- 40% improvement in Gemba health scores
- Stabilized Cold Starts across priority lines
- Strengthened escalation discipline and ownership clarity

These gains were achieved while production volume declined by approximately 27%, confirming true efficiency improvement rather than volume-driven results.

## SUSTAINMENT

The MOS transitioned from deployment to sustainment through:

- MOS compliance audits linked to leader development
- Role-based expectations matrix
- Behavior-based recognition reinforcing standards
- Ongoing Kaizen cycles embedded in daily management

The operating culture shifted from reactive troubleshooting toward proactive preparation and early issue identification at the frontline.

## FRONTLINE IMPACT

Leaders and operators reported clearer expectations, faster escalation, and stronger ownership of performance:

“Short-interval follow-ups helped me stay closer to the team and escalate earlier when needed.”

“The supervisor tools make sustainability achievable. Following the process is what drives the results.”

“Everyone now knows when to escalate, who to call, and what happens next.”

“Startup preparation changed everything. We fix issues before running instead of reacting after.”

“Operators are identifying issues early and tracking actions themselves. That’s a real shift.”

## FRONTLINE IMPACT

This MOS deployment demonstrates how disciplined daily management can stabilize execution and unlock significant efficiency gains in complex manufacturing environments.

By aligning leadership behaviors, clarifying escalation, and embedding visual performance management at the frontline, the site achieved measurable financial impact, improved operational stability, and a sustainable foundation for ongoing performance improvement.