

Restructuring Procedures



Food service, processing, and retail company based in the Columbus, Ohio



Objectives

Due to high portfolio demand in food service and retail markets, our client was struggling to meet the needs of its customers. A recently acquired facility had doubled in capacity, but a high turnover rate and cultural issues made operations extremely unstable. His objectives were to increase throughput and reduce the cost per 100 lbs. of weight produced.

With the holiday season fast approaching, the CEO knew that speed of execution was the only way to capitalize on seasonal demand.



Tools

- The alignment between people and processes was achieved through weekly progress meetings and bi-monthly updates
- Extensive training and one-on-one coaching on multiple levels of the organization promoted consistency in all facets of operations
- Standard operating procedures introduced to the various departments eliminated unnecessary time-consuming tasks and rework
- Key performance indicators were developed to hold people accountable for end-of-shift results
- Job aids and audit tools were installed to sustain behaviors, processes and systems for continuous improvement



Outcomes/ Deliverables

- New procedures aligned with behaviors propelled rapid savings of \$ 4.1m
- **They also resulted in higher product volumes and a much faster rate of production – 7.5m lbs. more than the client’s original goal**
- Restructuring of sanitation procedures reduced the amount of downtime by 20%
- New order of operations procedures reduced further the amount of downtime, which increased line utilization

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