



IX[®] Case Study

Squeezing Out Waste: How IX[®] Boosted Profitability and Quality for a North American Food Manufacturer



**IMPLEMENTATION
ENGINEERS[®]**
BEYOND CONSULTING

IX® in Action**\$6.2M**Annualized P&L
impact**80%**Material loss
improvement**25%**Increase in LBs
per man hour**3%**Right First Time
Increase to 99%

A North American manufacturer specializing in fruit purees and preserves for yogurts and baked goods faced mounting operational challenges that jeopardized its competitive edge. Extended lead times, inconsistent production output, and subpar customer service levels strained relationships with key clients. Production planning inefficiencies—marked by frequent customer redirects, material shortages, and scheduling conflicts across multiple lines—resulted in underutilized capacity, labor constraints, and excessive downtime. These issues not only eroded operational efficiency but also impacted the company's bottom line, creating an urgent need for transformation.

The Solution: A Holistic Performance Overhaul with IX®

Implementation Engineers partnered with our client and targeted four critical workstreams: **Lean Operations, Planning & Scheduling, Quality, and Management Operating System**. Our approach was designed to eliminate waste, optimize resource utilization, and establish a sustainable framework for continuous improvement—all while aligning with the client's strategic goals.

- **Lean Operations Transformation**

- Conducted a SMED (Single-Minute Exchange of Die) event to streamline cleaning and changeover processes, reducing downtime
- Introduced Short Interval Controls (SIC) across all production lines to enhance real-time performance monitoring
- Optimized cook cycles by addressing delay drivers through Root Cause Corrective Action (RCCA), improving throughput
- Implemented next-article staging, sieve mistake-proofing, and standard work to boost equipment and labor flexibility
- Enhanced tote reverse logistics, reducing excess handling and improving flow in cleaning and sanitizing processes

IX® in Action

- **Planning & Scheduling Optimization**

- Designed a Product Wheel to minimize cleanings and maximize production efficiency
- Revamped the planning process with defined horizons and schedule “lock” gates to ensure predictable execution
- Linked scheduling to operational constraints, reducing yield losses and improving material availability
- Introduced repetitive scheduling to stabilize lead times and a revitalized Sales, Inventory & Operations Planning (SIOP) process to align supply with demand

- **Quality Enhancements**

- Implemented standard work and mistake-proofing measures to elevate first-pass quality
- Reduced material losses by addressing root causes of inefficiencies in production workflows[®]

- **Management Operating System (MOS) Implementation**

- Aligned strategic KPIs with shift-level targets, ensuring visibility and accountability at all levels
- Deployed Power BI dashboards to track Safety, Quality, Performance, and Downtime in real time
- Instituted Gemba walks, leader standard work, and on-the-floor coaching to foster a culture of continuous improvement
- Trained teams in variance management and RCCA, empowering staff to proactively address performance gaps

The Results: Measurable Impact on Profitability

The engagement delivered transformative outcomes, positioning the client for long-term success:

- **\$6.2M P&L Impact:** Significant cost savings and revenue gains through operational efficiencies
- **25% Increase in LBs per Man Hour:** Enhanced labor productivity across all shifts
- **80% Reduction in Material Losses:** Minimized waste, boosting profitability
- **3% Improvement in Right-First-Time Quality (to 99%):** Near-perfect quality, strengthening customer trust

The stakes are high: operational inefficiencies can erode margins, disrupt customer relationships, and stall growth. Implementation Engineers delivers more than incremental improvements—we drive enterprise-wide performance breakthroughs. We combine hands-on execution with data-driven insights, ensuring rapid, sustainable results that align with your strategic vision. From the plant floor to the boardroom, we empower your team to achieve excellence, unlock capacity, and maximize ROI.

Let's Get Started

- > Schedule a meeting with our team to discuss how Implementation Execution (IX®) can help your organization achieve its goals. Submit an IX® request on our website at www.implementation.com
- > Visit www.implementation.com to read more about IX® and how we have helped our clients create sustainable results
- > Follow us on LinkedIn to stay up to date with the latest industry insights and updates. Join our network to access exclusive content and stay connected with our team of experts

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