Client industry: dairy products

The better the question.
How can you improve on a continuous improvement program?

► After a six-year span of acquisitions, the client had expanded its manufacturing footprint to 27 plants in Canada and the United States.
► The company needed to maximize its plants’ capacity and efficiency, especially those making cheese and milk, to get the biggest return on its investment and meet rising demand.
► Executives knew they needed to act to increase cheese-making capacity and reduce their milk-processing costs—without acquiring or building any new plants.
► The continuous improvement program the company had deployed over several years wasn’t generating the expected results quickly enough.

The better the answer.
Using IWS principles to set a new standard

► EY analysis found that while plant efficiency ranged from just 40 – 50%, a 10 – 12% efficiency boost could reduce operational costs while generating US$40 – US$45 million in revenue.
► Client could recoup the cost of the IWS license for all 27 plants after deploying it in just five.
► Full deployment in one plant delivered the 10 – 12% efficiency improvement with existing equipment, which became the role model for a rollout across all key plants in a three- to five-year horizon.
► The pilot plant’s teams enthusiastically embraced the IWS daily direction-setting meetings, manufacturing best practices, standard processes and metrics, and training, as well as the EY Smart Deployment Console (SDC) digital coach.

The better the world works.
Powering efficiency and profitability with IWS

► The IWS implementation at the first five plants provided a dramatic jump in efficiency, reliability and capacity, leading to stronger top- and bottom-line results.
► Manufacturing results are strong: line changeover duration reduced by 75%, throughput per line increased by 25%, and Mean time between failure (MTBF) doubled.
► Other functions are also adopting IWS with similarly impressive results: S&OP achieved a 100% order fill rate, warehouse reduced expiration date waste by 65% and distribution had a 56% increase in on-time performance.
► The true power of IWS is empowering people to take 100% ownership— a key decision point for the client and the reason the company is more effectively meeting demand, increasing profitability and competing strongly.

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