

## CASE STUDY

# Global Frozen Food Manufacturer Drives Lean Transformation & Sustainable Performance Improvement

### Overview

- Global frozen food manufacturer with 50 production facilities had minimal history of improvement in safety, quality and productivity
- Lean transformation helps food manufacturer create a global continuous improvement programme with a standardised approach in 48 plants
- \$15-\$20M annual savings (\$300-\$600k savings) per plant per year

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TBM's Food & Beverage Industry Solution →

### About TBM

#### Speed wins every time.

TBM specialises in operations and supply chain consulting for manufacturers and distributors. We accelerate operational performance to make you more agile and help you accelerate business performance 3-5x faster than your peers.

### Challenge

- Global frozen food manufacturer with 50 production facilities had minimal history of improvement in safety, quality, and productivity
- Stagnant earnings history; wanted to reduce manufacturing costs and increase profitability while increasing market share
- Heritage of autonomy and top-down management style

### Solution

- Create and internalise a multi-phase global continuous improvement programme with a standardised approach
- Pilot site selection, implementation, and expansion to additional sites
- Improve product quality and productivity
  - Total Preventative Maintenance to improve asset utilisation
  - Raw material utilisation to reduce give-away
  - Energy and natural resource consumption

### Results

- Continuous Improvement programme launched and internalised in 48 plants, 12 countries/ 5 continents, in three years
- 10% reduction in labour turnover and 4% in employee absences
- 85% sustainment of improvements, including resolution of food safety issues
- 8% increase in productivity, 5% reduction in downtime, and 5% reduction in defects sustained by some facilities
- \$300k average savings per energy kaizen event (15 pilot events held)