

Step Change: Drives Efficiency



Score Card

- 47% improvement in operational efficiency.
- 30% improvement in production rate.
- 50% reduction in change over time.
- 12:1 ROI over a 12-month period – surpassing ROI goals by 140%.
- Increased engagement and involvement of crew members in decisions impacting line performance.

Client

A biscuit, snack food and confectionery manufacturer founded in 1864, with annual sales of over NZ\$300 million and 800 employees, needed to address several variables impacting overall conversion cost at one of its factories.

Challenge

After a major capital investment, the site was struggling with high levels of scrap, high plant downtime, planning deficiencies, and overall workflow was not conducive to producing at the lowest conversion cost.

Approach

- Identified potential improvement projects through data analysis, interviews, plant studies, and observations.
- Prioritized projects based on an ROI goal of 5:1.
- Developed robust project plans using Project Management Learn & Do.
- Disciplined use of project management and root cause analysis to install systems and complete process improvements.