

## CASE STUDY

# Manufacturer of Shelf-Stable & Frozen Foods Generates over \$3.5 Million in Annualised Savings

## Overview

- \$4B manufacturer of shelf-stable and frozen foods improves yield, reduces process variation, and improves sanitation
- Comprehensive performance improvements drive \$3.5 million in savings and create a clean, pleasant work environment where people want to work

Learn More About  
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

- Excessive scrap and product give-away and frozen foods spoilage compromising downstream processing were negatively impacting costs
- Increasing pressure from low-cost regions driving down margins
- Needed to rapidly increase shareholder return
- Immediate focus on plant turnaround and return to profitability
- Drove sustainability through daily management processes

## Solution

- Used value-stream analysis to identify significant losses in changeover and sanitation times that caused lost capacity and increased operating costs, and Six Sigma techniques to identify root causes of product variation and giveaway
- Implemented total productive maintenance (TPM) to minimise product variation
- Improved scheduling efficiency to minimise changeover waste & increase uptime
- Addressed defrosting times causing spoilage and standardised sanitation practises to eliminate or reduce bacteria growth sources

## Results

- Generated over \$3.5 million in annualised savings
- 20-25% improvement in targeted improvement areas. Shifted mean target weight reducing give-away
- Reduced process variation resulting in less scrap and reprocessing
- Improved food safety, achieved a 28% reduction in sanitisation time while reducing bacteria growth opportunities, reduced set-up times by 49%