

## CASE STUDY

# Leader in Convenient Snack Foods & Beverages Focuses on Laboratory Operations to Improve Quality Assurance

### Overview

- Worldwide leader in convenient snack Foods & Beverages, with revenues of \$6B and 285,000+ employees, focuses on laboratory operations to Improve Quality Assurance helps to overcome operational difficulties in new product introduction processes
- \$50MM estimated financial benefit from Green Belt/Black Belt projects

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TBM's Food & Beverage Industry Solution →

### About TBM

#### Speed wins every time.

TBM specializes 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

- Quality issues arising in new products
  - Lack of statistical discipline within the R&D organization
  - Process inefficiencies associated with having several different quality standards
- The new product introduction process (NPI) hampering the introduction of new products
- Sub-optimal lab structure to support R&D projects

### Solution

- Worldwide assessment of the beverage quality assurance organizations and core practices
- Customized Greenbelt / Blackbelt training to improve the NPI process
- Mapped current and future state core ingredient release process to volume production including formula development, manufacturing, equipment design, packaging, measurement and traceability systems
- Implemented pull system in lab work flow and eliminated physical and process wastes

### Results

- Single, universal quality system implemented following worldwide assessment of beverage quality assurance organization and its core practices
- \$50MM estimated financial benefit from Green Belt/Black Belt projects
- 25-50% liberation of R&D lab space
- 25-30% improvement in lab productivity
- Client adopted and implemented batching process recommendations