

CASE STUDY

Breaking the Production Backlog: \$1.1M in Weekly Revenue Recovered Through Operational Transformation

Client

PE-backed, major North American agricultural and grounds maintenance equipment manufacturer; division of a publicly traded industrial group

Challenge

A flagship product line producing 7 units/day against demand requiring 30+, +6 month order backlog with inventory accuracy below 10%, no management system, and compounding quality problems across welding and paint.

Solution

Five concurrent workstreams: inventory accuracy, production ramp, paint productivity, weld quality, and a digital management system — deployed simultaneously from week one.

Results

- 7 → 18 Flagship Product units/day (+157%)
- \$700K → \$1.8M weekly revenue run rate
- ~10% → 91% inventory accuracy
- \$625K+ annualised paint labour savings
- Weld audit score: 66 → 84/90
- 22+ standard work docs deployed
- Tiered digital management system - all departments

Production Rate Recovery & Operational Transformation, \$1.1M Weekly Revenue Gain

When TBM arrived at this multi-building manufacturing facility, the company's highest-revenue product line was producing 7 units a day against demand requiring more than four times that output — and a backlog exceeding 180 days had quietly accumulated. The parent private equity group, recognising that the site was falling short of its financial targets and that the flagship product backlog had become a ceiling on revenue growth, engaged TBM to diagnose the operation and drive a production recovery. The goal was straightforward: unlock the capacity that was already there, stop the bleeding, and build a management system that would hold the gains after TBM left.

What TBM found was a production floor reactive by design — not because the people weren't capable, but because no standards, no reliable inventory, and no daily management structure existed to give them a fighting chance. In 26 weeks, TBM partnered with the client team to rebuild inventory accuracy from the ground up, redesign quality systems in welding and paint, and install a digital management system that now runs without TBM support. The result: output more than doubled, weekly revenue run rate increased by \$1.1M, and more than \$625,000 in annualised labour savings were locked in for good.

THE DIAGNOSTIC

No Standards, No Signal, No Way to Catch Up

The diagnostic told a storey that was common in structure but severe in degree. Five root causes were compounding each other, and none could be fixed in isolation.

Inventory accuracy across three buildings had fallen below 10%. The system of record said parts were available. They weren't — or they couldn't be found. Every work order released to the floor carried the risk of a material shortage discovered only after assembly had started. Crews were halting jobs mid-build, setting them aside, and chasing parts — sometimes for hours. At its worst, half a dozen people per shift were doing nothing but looking for lost inventory.

Without a reliable material signal, the site had no way to systematically gate what went to the line. There was no Clear to Build (CTB) process, no picker role, no formal material staging. Orders started when the paperwork said to start — not when the parts were confirmed to be there.

Downstream, the welding and paint operations were adding their own drag. Weld defects were moving forward undetected — reaching paint, reaching final assembly, and requiring rework that consumed time and labour the floor couldn't spare. The paint operation itself was scattered across five separate areas, staffed with 17 people, and operating without a sequencing model or efficiency baseline.

Sitting above all of this was an absence of any formal management system. There were no tiered daily meetings, no visual KPIs, no leader standard work. Performance issues surfaced when someone noticed something wrong — not because a system was designed to surface them. Supervisors were running production jobs or expediting parts. The daily meeting reviewed yesterday's problems, decided nothing, and moved on to today's new emergencies. It was a constant state of firefighting every single day, with no sight on continuous improvement and sustainment.

“Whatever the loudest challenge of the day was — that was the priority. The next morning they wouldn't talk about anything from the day before. It'd be a whole new set of issues, and everybody would just start churning and fighting that fire.”

—TBM Client Manager

THE SOLUTION

Containment First. Standards Second. Sustainment Built In.

Given the depth of the problem, TBM structured the engagement as five concurrent workstreams — not a phased sequence. The situation required simultaneous containment and construction: stopping the bleeding while building the systems that would prevent it from recurring.



MATERIAL AVAILABILITY & INVENTORY ACCURACY

Full physical inventory verification across three buildings — correcting location errors in real time, rebuilding records, and recovering a \$71K gearbox discrepancy. A daily cycle count programme and weekly audit cadence were established. Accuracy reached 86–91% post-verification.



WELD QUALITY

A 90-point weekly audit, dual-operator green-tag verification, and an 8D CAPA system were built from scratch and deployed across all welding cells. A dedicated training cell was established for new and existing operators. Audit scores improved from 66/90 to a peak of 84/90 within six weeks.



FLAGSHIP PRODUCT PRODUCTION RAMP

A phased ramp plan tied each rate step — 7→10, 10→13, 13→15, 15→18 units/day — to specific dates and owners. A CTB gate ensured no work order hit the floor without a confirmed kit. A fourth assembly line came online. 22+ standard work documents were written, trained, and transferred before exit.



DIGITAL MANAGEMENT SYSTEM

Tier 1 and Tier 2 daily meetings were designed, launched, and brought to cadence across all departments. Digital SQDC KPI tiles and Supervisor Leader Standard Work were deployed to every department. TBM also built custom Claude AI Dashboards across four focus areas — efficiency, line balancing, SKU margin, and capacity planning — gave leadership real-time visibility into data that previously lived in disparate systems or wasn't tracked at all.



PAINT PRODUCTIVITY

A simulation model determined optimal sequencing and staffing. The operation was consolidated from 5 areas to 2 without moving the physical line — dropping headcount from 17 to 8 and locking in \$625,000+ in annualised labour savings. A boundary check-sheet and reject tracking system were implemented, targeting a reject rate below 3%.

“There wasn’t a person on that floor who saw TBM as a threat or a spy. By the end, we were integrated team members.”

—TBM Client Manager



THE RESULTS

More Output. Less Waste. A Team That Owns It.

Over 26 weeks, the site achieved measurable improvement across every workstream. Output more than doubled. Revenue run rate increased by \$1.1M per week. The management system that now runs daily — without TBM support — is the mechanism that prevents the gains from eroding.

Metric	Baseline (Dec 2025)	Phase 1 Result (Jun 2026)	Change
Flagship product daily output	7 units/day	18 units/day	+157%
Weekly revenue run rate	~\$700K	~\$1.8M	+\$1.1M net
Inventory accuracy	~10% (Bldg. 2, 5, HW)	80–91% across buildings	+70–80 pts
Weld audit score (90-pt scale)	66/90	84/90 peak	+18 pts
Standard work documents	0	22+ deployed & trained	22+
Paint department headcount	17 staff / 5 areas	8 staff / 2 areas	-9 heads
Annualised labour savings	—	\$625,000+	Confirmed
Digital management system	None	SQDC — all depts	Live
Tiered daily meetings	Ad hoc / none	Tier 1 & Tier 2 daily	Running

SUSTAINMENT

The Tools to Run It Themselves

At Phase 1 exit, TBM transferred seven structured playbooks to the client operations team. Each playbook included process overviews, tiered communication maps, KPI definitions, standard work documents, and sustainability checkpoints — and role assignments were made by name before TBM's exit, not left for the organisation to sort out after the fact. Playbook contents included:

1

CLEAR TO BUILD (CTB) PROCESS

Picker and CTB Coordinator roles assigned by name; kit completeness gate live on all work order releases.

4

WELD QUALITY & CAPA

Audit cadence, pocket reference cards at every station, 8D CAPA process, training cell operational.

2

INVENTORY CYCLE COUNT PROGRAMME

Daily count schedule staffed through August; discrepancy log live; audit standard work documented.

5

PAINT LINE OPERATION & QUALITY

2-area layout, boundary check-sheets, shift reject log, sequencing and carrier capacity model.

3

ASSEMBLY STANDARD WORK

22+ SWIs in a shared SharePoint library with station links; written, trained, and deployed.

6

SQDC DIGITAL MANAGEMENT SYSTEM

All departments live; Tier 2 rollup on calendar; KPI inputs owned independently by department leaders.

7

Supervisor Leader Standard Work

Daily/weekly/monthly task lists for all supervisors; structure in place before TBM exit.

Operational Gains That Show Up on the P&L

When a production system is producing at a fraction of its potential — not because of a single fixable problem, but because of five compounding ones — the path forward isn't a single lever. It's a structured, simultaneous attack on every root cause, with clear targets, embedded ownership, and a management system designed to hold the gains after the consultants leave.

That is what TBM built at this facility. A flagship product line that once topped out at 7 units a day now produces 18 — with a clear operational path to 30+. The inventory, quality, and management systems that make sustained improvement possible are owned and operated by the client's own team.

For PE-backed manufacturers facing production ceilings, revenue shortfalls, and operational complexity that has outgrown the management system beneath it, TBM's approach delivers results that hold.

Is your operation leaving capacity on the floor?

TBM helps multi-site manufacturers turn isolated gains into an enterprise operating system that compounds in value year after year.

[Contact Us →](#)

Speed wins every time.

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

