

CASE STUDY

Leading Global Bread Maker Embraces Lean Transformation to Reduce Costs and Enable Growth

Overview

- Global bread maker reduces costs and enable growth with lean transformation
- Lean implementation reduced costs, created a global culture of continuous improvement, and enabled the food manufacturing company to achieve its strategic goal
- \$29M savings realized during a two-year implementation

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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

- Implement best practice lean manufacturing methods in bread and snack divisions in Mexico, US, Latin America, and China
- Leverage lean manufacturing to reduce costs and enable growth through additional acquisitions
- In year two of implementation, challenged by Operations VP for Mexico conduct 1,000 kaizen events in all 29 Mexican facilities

Solution

- Conduct diagnostic of global plant network
- Implement lean and conduct kaizen activities in manufacturing, logistics, administrative areas, and warehousing to realize expected cost savings and performance improvements
- Train and develop continuous improvement personnel in sustainment and additional improvement areas

Results

- In two years, lean manufacturing capability was established in all sites, all divisions, and all regions with \$29M in savings realized during a two-year implementation
- China plant improvements achieved in less than two years:
 - Productivity improved by 32%
 - First-time quality increased by 12%
 - Inventory reduced by 51%
 - Lead times reduced by 35%
- Built lean culture throughout the company—extended to over a dozen plants globally