



## Improving OEE, Reducing Costs and Enhancing Customer Service at a Global Food Company

### The challenge

Our client is a leading agribusiness and food company with operations in approximately 40 countries worldwide. Their more than 35,000 employees contribute by helping farmers produce larger harvests, by ensuring a seamless connection between farmers and customers and among regions, and by producing high-quality products ranging from animal feed to consumer foods to renewable fuels.

The organization's oilseeds division produces feed for animals, cooking oils, margarines and shortenings. This division was under increasing cost pressure from 'crusher refiners' who were benefiting from lower logistics costs. Determined to remain competitive and protect their market share, senior executives engaged Maine Pointe to help them improve overall equipment effectiveness (OEE), enhance customer service and reduce costs at two separate plants in North America.

### The solution

Maine Pointe's industry and practice specialists developed and implemented systems and processes across the two plants that included:

- Developing new plant goals, objectives, and targets rolling them down throughout the organization
- Defining and implementing a proactive, world-class maintenance process
- Implementing a systematic means of energy performance improvement
- Targeting increases in Overall Equipment Effectiveness (OEE) from 62% to 75% with improved balance between customer service and cost efficiency
- Establishing an inventory management policy to reduce finished goods inventory
- Reducing quality assurance staff while maintaining timely throughput of analyses
- Implementing overtime management controls
- Developing and implementing new plant crewing guides based on production levels
- Developing, rolling down, and documenting best practices for planning and scheduling



### The results

- Increased processing production from a weekly average of 7.7M lbs. to 9.2M lbs
- Improved total plant operating costs by 15%
- Enhanced leadership staff development, team building
- Significantly improved cross-functional communications
- Moved the organization up the TVO Maturity Curve

Want to reduce costs in your food & beverage business?

Want to improve performance across your supply chain and operations?

Talk it through with one of our executives

Email [info@maineptune.com](mailto:info@maineptune.com) to arrange a call

### About Maine Pointe

Maine Pointe is a global implementation-focused consulting firm trusted by many chief executives and private equity firms to drive compelling economic returns for their companies. We achieve this by delivering accelerated, sustainable, improvements in both EBITDA and cash across their supply chain and operations.

Our hands-on implementation experts work with executives and their teams to rapidly break through functional silos and transform the buy-make-move-fulfill supply chain to deliver the greatest value to customers and investors at the lowest cost to business. We call this **Total Value Optimization (TVO)™**.

Maine Pointe's engagements are results-driven and deliver between 3.5:1-12:1 ROI. We are so confident in our work and our processes that we provide a unique 100% guarantee of engagement fees based on annualized savings. [www.maineptune.com](http://www.maineptune.com)