



Case Study

INDUSTRY:

Food and Beverage Manufacturing

*Founded in the 1940's,
this large diversified food
supplier services more
than 100 leading brands,
including McDonald's
Corp., and 125,000 stores
across the globe.*

The Challenge

A large, diversified food supplier, in response to tightening standards on food safety and recall ability, was experiencing pressure from customers to **implement an automated lot traceability system into its Georgia facility for better quality control and to reduce the existing recall window.** Additionally, the company's existing process for tracking and tracing its materials was heavily manual, creating internal inefficiencies due to lack of real-time visibility of inventory at the lot level driving operations. Furthermore, this was the second part of the corporate initiative to harmonize the facility with the automated operations implemented at its sister plant in California a year earlier.

The Solution

There was a strong need to implement a new, automated system across both warehouse and production facilities in Georgia. The new electronic system would position the supplier as a qualified vendor among its customers and coincide with the processes used at the sister plant. The system would also give the company tighter control over its inventory resulting in more efficient materials consumption, better loss control and enable more accurate recall with a drastically reduced recall window.

PSGi's Approach

PSGi first provided inventory management consulting services to **lay the groundwork for implementation.** This step involved a physical reallocation of the warehouse space, including a modified layout, the addition of a returned-product staging area and redesigned shelving space. Next, after performing the necessary data updates for the new layout, a Lot Traceability project management task force team was assembled. This allowed PSGi to work in tandem with the client to implement the system, integrate new procedures into daily operations (first in the warehouse and then in the production facility) and ensure consistency with the supplier's west coast facility.



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PSGi completed the implementation and training on time, within budget and with little to no interruption to the company's 24x7 manufacturing operations

Carrying forward lessons learned from the system implementation at the California plant, **PSGi recognized upfront the need for regular, active involvement from the company's management team.** This was accomplished through:

- Regular meetings with the client's subject matter experts and stakeholders to review and discuss all proposed changes and timelines
- Project plan and task assignment documents sign-off with management to formalize and document agreed-upon steps
- In-person meetings with IT project managers at the sister facility to ensure processes were consistent and aligned between the two locations
- Two full-time dedicated Corporate IT project managers onsite for the duration of the project

Working alongside the client, PSGi developed a comprehensive training plan to educate both supervisors and plant personnel.

The California facility sent an inventory manager to assist with the go-live effort. The team worked tirelessly (across three 8-hour shifts, 7 days a week) against a compacted timeline to ensure everyone was up to speed with new processes and procedures. Training took place in both classroom settings and small-group "on the deck" sessions. PSGi developed mock scenarios to familiarize both supervisors and workers with handheld devices used to scan and perform inventory transactions in real-time. PSGi also provided responsive, around-the-clock on-site support to troubleshoot any issues and concerns that arose during and after the go-live.

The Result

Leveraging decades of expertise specific to food manufacturing, PSGi effectively managed the project from start to finish in a highly condensed timeline. PSGi provided the client with the tools, training and support it needed to transition from a manual to an automated system, allowing its client to satisfy mounting customer expectations. **PSGi completed the implementation and training on time, within budget and with little to no interruption to the company's 24x7 manufacturing operations.**



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Quote from IT Project
Manager

"I have the utmost respect and confidence in PSGi's consulting and project-management ability - they understood our business, our requirements and how to get the job done within budget and on schedule."

Despite major physical differences between east coast and west coast warehouse locations, the PSGi team was successful in keeping inconsistencies to an absolute minimum, appeasing the parent company's desire to standardize processes and workflows among its facilities.

The new automated system greatly improved internal operations as well. **With real-time visibility of its materials, the company has tighter control over its inventory**, allowing managers to make same-day calls on production decisions and giving them the ability to recall fewer materials more quickly; in turn minimizing both material and financial loss. In satisfying their customers' requirements, the client was able to enhance relationships with existing customers and pursue new business opportunities that are likely to lead to significant financial benefits in the future.

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