

Coaching to a Continuous Improvement Mindset

Packaging Company Scale: 175,000 sq. ft

Adonis Partners helped a packaging company combat significant operational flaws, resulting in a highly trained leadership team and a system designated for growth.

- ✓ Conducted Kaizen facilitator training for 12 key leaders
- ✓ Rendered over \$2.5M in margin expansion
- ✓ Installed a flow of communication and tracking between departments



2.5M
Margin Expansion

>60%
Improved Overall Equipment
Effectiveness (OEE) from 40%

20%
Warehouse Space Freed

A prominent packaging company has served the food & beverage and industrial industries for over 25 years. They approached Adonis after facing several operational deficiencies that hindered business growth. The initial concern was an increasing amount of unplanned downtime, but further research led to the discovery of high scrap rates and write-offs, often a result of quality failing to meet client standards.

Adonis began by conducting a thorough four-day International Organization for Standardization (ISO) mock audit. Significant changes to the quality program were needed as the structure was designed to pass audits and not improve product quality. The teams' focus shifted to product quality within ISO guidelines.

To improve operational efficiency, Adonis facilitated leadership training for all supervisors in each department. Quality staff and leadership were also trained on statistical methods to set specifications for products and update specifications based on customer feedback. The expert consultant stepped in to conduct Kaizen Facilitator training for 12 leaders on-site and role-modeled Kaizen event facilitation. Three key operational areas were covered in this training: injection molding changeovers, sheet changes in thermoforming, and the Quality Control (QC) sampling and testing process.

These initiatives led to a drastic improvement in Overall Equipment Effectiveness (OEE) from 40% to consistently over 60%, equating to over \$2.5M in margin expansion. Warehouse space was freed up by 20% by analyzing inventory aging and implementing 5S. Daily huddle boards for each department established communication and improved shift hand-offs. Adonis' strategic measures not only stabilized operations but positioned the company for considerable growth.