

HUNGRY FOR CONTINUOUS IMPROVEMENT

247% ROI after Lopez Foods partners with Alexander Proudfoot



A leader in the meat industry, family-owned Lopez Foods had enjoyed years of successful growth, supplying the largest restaurant chains and retailers in the world, including McDonalds.

Still intent on pursuing continuous improvement, the company engaged Alexander Proudfoot in a project to increase plant throughput, improve productivity and increase efficiency.

The project was titled **STAR** (Systems, Training, Actions, Results), and was centered on Production, Quality Assurance, Sanitation, Maintenance, Scrap and Throughput.

Partnering with Lopez, Proudfoot reviewed and displayed all the different processes used at the food processing plants – the objective being to involve every level of the workforce, asking; “What does our future look like? How do we get there?” With this opening of the lines of communication,

Lopez employees felt empowered to contribute to the project. With this crucial employee engagement, and the ensuing momentum, Proudfoot was able to install the agreed process and performance improvements.

Proudfoot also developed the vehicles and media interfaces for communicating project results to the Lopez workforce throughout the plant, and in real-time. The Lopez workers knew how they were doing at any given time and were able to make the necessary adjustments in real-time. This information made for a swift and positive impact with on-the-floor morale and productivity.

INSTALLING SUSTAINABLE CHANGE

A training series was developed for the Lopez front line supervisors and team leaders to ensure that Active Management Behaviors were understood and practiced consistently.

Lopez managers were brought into the training program to ensure their engagement in sustaining the new behavior. With “accountability” a key concept in the project, managers and supervisors came to embrace their roles in communicating the changes in procedures and installing them through team leads and the rest of the workforce.

OVERALL RESULTS

Proudfoot’s installation of a Management Operating System (MOS) delivered the following results:

- Beef – Improved pounds per labor hour by 21%, and reduced overtime by 34%.
- Canadian Bacon – Improved pounds per labor hour by 60%.
- Partially Cooked – Improved pounds per labor hour by 17%.
- Doubled work force retention rate to 80%

President and Chief Executive Officer, Eduardo Sanchez, said “Working with Proudfoot has been a catalyst of change for our business. We are more efficient today because of the tools and training provided by the Proudfoot people.

Our people worked together as a team to achieve all of the goals set and we have made a corporate culture change that will be with us well into the future. The process was not always smooth or easy, but the end result was a resounding success. Our customers: McDonald’s, Wal-Mart, etc., will see the benefits of this process and we will be more competitive because of it.”

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