

HOW

# *London Consulting Group* **TRANSFORMED** *Able Sales Inc.'s* **OPERATIONAL EFFICIENCY**



Able Sales Inc., a company with over 45 years of experience, is a leader in manufacturing and distributing sweeteners, starches, salts, flours, fruit concentrates, and other pharmaceutical, food, and beverage ingredients in Puerto Rico. Their brand "Dulce Caña" is a market leader in Puerto Rico and is also exported to the USA and the Caribbean.

Despite their consolidated production process, Able Sales faced significant challenges regarding their operational efficiency, including a lack of tools to evaluate Overall Equipment Effectiveness (OEE) and a reliance on manual records. These issues hindered their ability to effectively generate accurate indicators and evaluate machine performance.

In 2023, Able Sales brought in London Consulting Group to help them address these challenges through the "Cre-C" project. The goal of this 20-week project was to enhance operational efficiency and control, reduce waste, and lower personnel costs per product.

# THE KEY PROBLEMS *faced by Able Sales*

Able Sales faced several key problems:

## OPERATIONAL EFFICIENCY MANAGEMENT

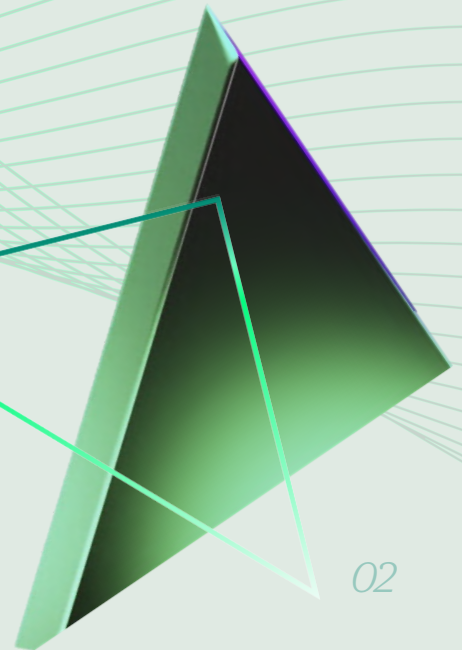
The lack of digital tools and information led to an inability to generate accurate OEE and KPIs (Key Performance Indicators) and ensure accurate real-time information, significantly hindering how the processes were managed.

## RAW MATERIAL QUALITY AND WASTE

Issues regarding material waste and the quality of incoming raw materials led to inefficiencies and increased costs.

## HIGH PERSONNEL COST PER PRODUCT

Inadequate payroll management led to high costs per product.





## ➤ INNOVATING AND COLLABORATING *to capitalize on the Opportunities*

London Consulting Group approached these challenges using agile methodologies and their own tried and tested PAFEF (Planning, Assignment, Follow-up, Evaluation, Feedback) methodology. The addition of industry 4.0 tools and technologies, such as the ZEO MES system and IoT (Internet of Things) devices, enabled them to transform the organization digitally.

Both teams worked closely with manufacturing leaders to analyze daily operations and develop and implement a comprehensive KPI management model and customized digital tools.

With this vital information, they re-engineered the current processes and, along with the training provided, established foundations that enabled Able Sales to create a robust metrics model and implement a new governance model that improved management processes, action plan development, productivity, and oversight.

At the same time, London Consulting Group's Change Management model was implemented through workshops, one-on-one sessions, and mobilization plans, facilitating the adoption of Industry 4.0 tools and the ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) model across the entire organization.

Implementing the ZEO MES technology required synergetic collaboration between the maintenance and IT departments, ZEO, and the London Consulting Group team.

This joint effort, along with the training and support provided to the operators, significantly boosted the project's success through a strong combination of innovation and collaboration.

# ➤ REACHING *the Sweet Spot*

The London Consulting Group and Able Sales teams worked shoulder to shoulder to implement the following impactful organizational changes.

## OPERATIONAL EFFICIENCY MANAGEMENT

### *Enhanced Production Planning and Scheduling*

Implementing a detailed planning model and a standardized production scheduling method streamlined processes and reduced inefficiencies.

### *Compliance Monitoring and Deviation Analysis*

Using digital platforms such as Power Apps and Power BI enabled Able Sales to monitor compliance with the production schedule, analyze deviations, and develop and implement comprehensive action plans.

### *Improved Governance Model and Information Flow*

London Consulting Group helped Able Sales implement a governance model that improved how information was managed and transmitted through automated dashboards. This ensured accurate and timely decision-making. Meetings were also established to help identify and analyze the root cause of the problems.

### *Active Supervision and Equipment Utilization*

Developing an active supervision model supported by Power Platform tools and installing advanced equipment like ZEO in production lines enhanced floor control, production efficiency, and overall performance analysis.

## WASTE REDUCTION

### *Quality Control of Raw Materials*

Developing an "incoming inspection" process and an app for auditing raw materials ensured quality standards were met, reducing waste from defective materials.

### *Material Shrinkage Analysis*

Creating a Power BI dashboard to analyze the shrinkage of all materials used in operations, identifying and mitigating sources of waste.

## LOWER PERSONNEL COSTS PER PRODUCT

### *Optimized Organizational Structure*

Aligning the organizational structure with expected demand to ensure efficient resource utilization and management.



## ↗ Results Achieved

- **14%** increase in compliance with the production program
- **20%** increase in monthly volume produced
- **34%** increase in productivity (volume per employee hour)
- **8%** improvement in OEE
- **69%** reduction in waste
- **33%** reduction in the operation's headcount
- **125%** improvement in finished goods inventory levels, increasing balance and availability

### FURTHER BENEFITS

- Total implementation of the active supervision model and floor control systems
- Implementing the ZEO MES System with IoT devices enabled the organization to monitor equipment in real-time and accurately identify the reasons for stoppages
- Implementing 11 mobile tools on Microsoft Power Apps and Power BI improved production management
- Developing 9 BI dashboards enabled the managers to monitor and visualize performance. These were coupled with follow-up and feedback meetings across all levels of the organization to improve accountability and performance
- Extensive training was provided, including workshops, one-on-one sessions with leaders, and mobilization plans using the ADKAR methodology

The “Cre-C” project had a profound impact on Able Sales. Through the tools, training, and initiatives that were developed together, the personnel has shifted their focus away from merely complying with the production schedule towards actively promoting operational efficiency. The availability of real-time and accurate information enhanced overall productivity and decision-making, and the emphasis on active supervision and Change Management strengthened Able Sales’ organizational culture and results.

*The improvements implemented during the project generated an annualized forecasted **ROI of 1.84:1***



"The Cre-C project has been an example of collaboration between the Able Sales team and London. Together, we've managed to establish a more robust structure in sweetener management, successfully driving forward the various project initiatives and surpassing the agreed-upon ROI. I would especially like to highlight the development of the KPI model, governance model, active supervision, and the implementation of ZEO.

Each of these initiatives complements each other organically and the support provided by the automated tools such as ZEO, Power Apps and Power BI ensures their continuity and efficiency. The success achieved in the sweetener area has been so significant that we have decided to replicate these initiatives in 13 other production lines. This will standardize our entire manufacturing operation, consolidating our commitment to operational excellence."

- LUIS SILVA, CHAIRMAN, ABLE SALES INC.



# Why LONDON CONSULTING GROUP

London Consulting Group's methodology is composed of three parts:

1

## DISCOVERY PHASE

This one-week phase enables us to understand your business, the challenges you face, and the opportunities that can be capitalized on.

Through a series of strategic interviews, we gather information on your organization's vision, priorities, and expectations. This is followed by a site visit that allows us to observe your processes in detail, identify the technology being used, and determine how the results are obtained.

Once we have this information, we can identify possible sources of savings and establish a work plan for the diagnostic. These are presented in an initial Deep-dive Analysis Proposal that leverages your organization's vision and knowledge to maximize your return on investment. We present your organization with a report identifying the most evident improvement opportunities and their potential financial savings.

2

## TRANSFORMATION PHASE

The phase is divided into two sections:

### 1. Deep-Dive Analysis

During this stage, we carry out a comprehensive diagnostic of your organization, your processes, and your Governance model. We analyze in detail:

STRATEGIC ALIGNMENT

MACROSTRUCTURE

INDICATOR MODEL

SYSTEMS

During these two months, you will get a precise overview of the opportunities that can be capitalized so you can get the most out of your business.

## 2. Design and Implementation

Using cutting-edge technology and agile methodologies, we design, implement, and monitor the improvements with your team to increase your profits and take your personnel to the next level. Our wide range of customized solutions can address many areas, including:

- Strategic planning (aligning vision/mission with objectives, initiatives, and plans)
- Marketing and sales (CRM; go-to-market; sales and channels; direct sales)
- Personnel and organizations (agile leadership; governance model; competency development)
- Supply chain management (demand and inventory planning; distribution)
- Operations (efficiency optimization; lean manufacturing)
- Information technology (digitization, dashboards, ERP, technology)
- Back Office / Shared Services (aligning HR, Finance, Procurements, Sales, etc.)
- Operational due diligence (quantification and simulation of due diligence)
- Certifications (compliance with industry standards)

## 3

### CONTINUITY

Audits are carried out after 3, 6, and 12 months to ensure that the proposed financial benefits are being achieved.

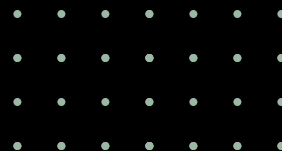
On average, the Return on Investment on a London Consulting Group project is 5 to 1 – meaning that your investment in efficiency optimization has the potential to take your business to the next level!

# *Let's Grow!*

Ready to transform the future of your business?

Contact us today and find out how London Consulting Group can help you achieve immediate results, optimize your operations and prepare you to meet the challenges of the future.

*[londoncg.com/en/contact](http://londoncg.com/en/contact)*



**Manufacture**