IMPLEMENTATION ENGINEERS®
BEYOND CONSULTING

IX® Case Study

From Vision to $2.3M: Transforming a Pet Food Manufacturer with Private Equity Precision

IX® in Action

When a private equity firm sought to maximize the value of its portfolio company—a mid-sized pet food manufacturing operation—it partnered with Implementation Engineers to deliver a transformative operational overhaul. Facing inefficiencies, high downtime, and quality challenges common in the fast-paced consumer goods sector, the client needed a strategic ally to turn potential into profit. Implementation Engineers aligned the client's vision with actionable strategies, delivering $2.3M in benefits through improved yield, reduced downtime, and a robust management operating system (MOS). This case study demonstrates how our partnership elevated performance in the pet food industry, creating lasting value for a private equity-owned business.

The Challenge: Unlocking Potential in Pet Food Production

The pet food manufacturing facility was underperforming, a critical concern for a private equity owner focused on profitability and scalability. Equipment downtime was rampant due to a reactive maintenance strategy, core processes were undefined, and the existing Computerized Maintenance Management System (CMMS) couldn't support modern workflows. Labor utilization lagged, and MRO (Maintenance, Repair, and Operations) materials were expensed rather than integrated into an efficient supply chain. On the operations front, quality issues generated excessive scrap, while front-end processing operated at less than half its capacity. For C-suite leaders, these inefficiencies translated into lost revenue and a cost structure misaligned with industry benchmarks.

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The Solution: A Multi-Faceted Transformation

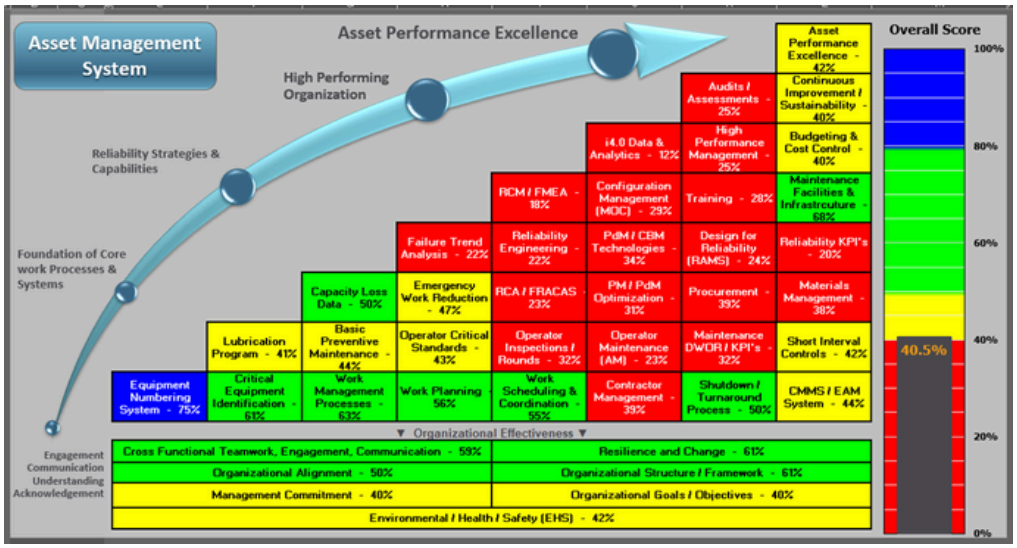
Implementation Engineers collaborated closely with the client's leadership to design and execute a multi-workstream strategy targeting three key areas: Asset Performance Excellence (APE), Operations Optimization, and a Management Operating System (MOS). By aligning our efforts with the client's strategic goals, we delivered measurable improvements in yield, uptime, and operational efficiency.

Asset Performance Excellence (APE)

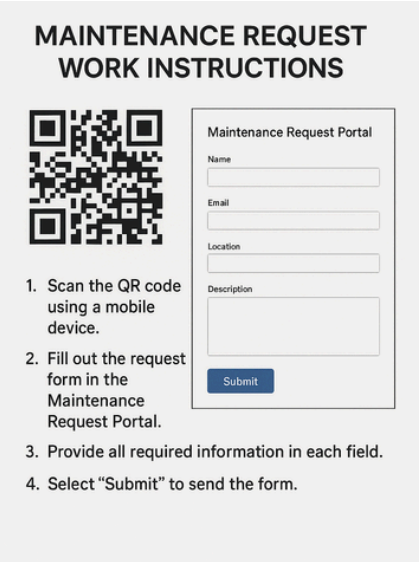
- **Current State:** High equipment downtime stemmed from reactive maintenance, inadequate core processes, and an outdated Computerized Maintenance Management System (CMMS). Mechanic labor utilization was inefficient, and asset monitoring lacked proactivity.

- **Transformation:** We designed and installed foundational maintenance processes, including asset hierarchy, criticality assessments, and master data. A new, plant-specific CMMS was researched, procured, and implemented, replacing paper-based work orders with a digital workflow accessible via tablets. Maintenance teams were trained on planning, scheduling, and execution, supported by a standardized "APE Playbook."

- **Results:** Planned maintenance work increased by 57%, while reactive breakdowns decreased by 59%. Downtime was reduced across critical areas, including a 67% decline in slow batch times and a 94.4% improvement in coating system performance.



Our client progressed from a score of 12% to nearly 41%



Automated maintenance request workflow implemented

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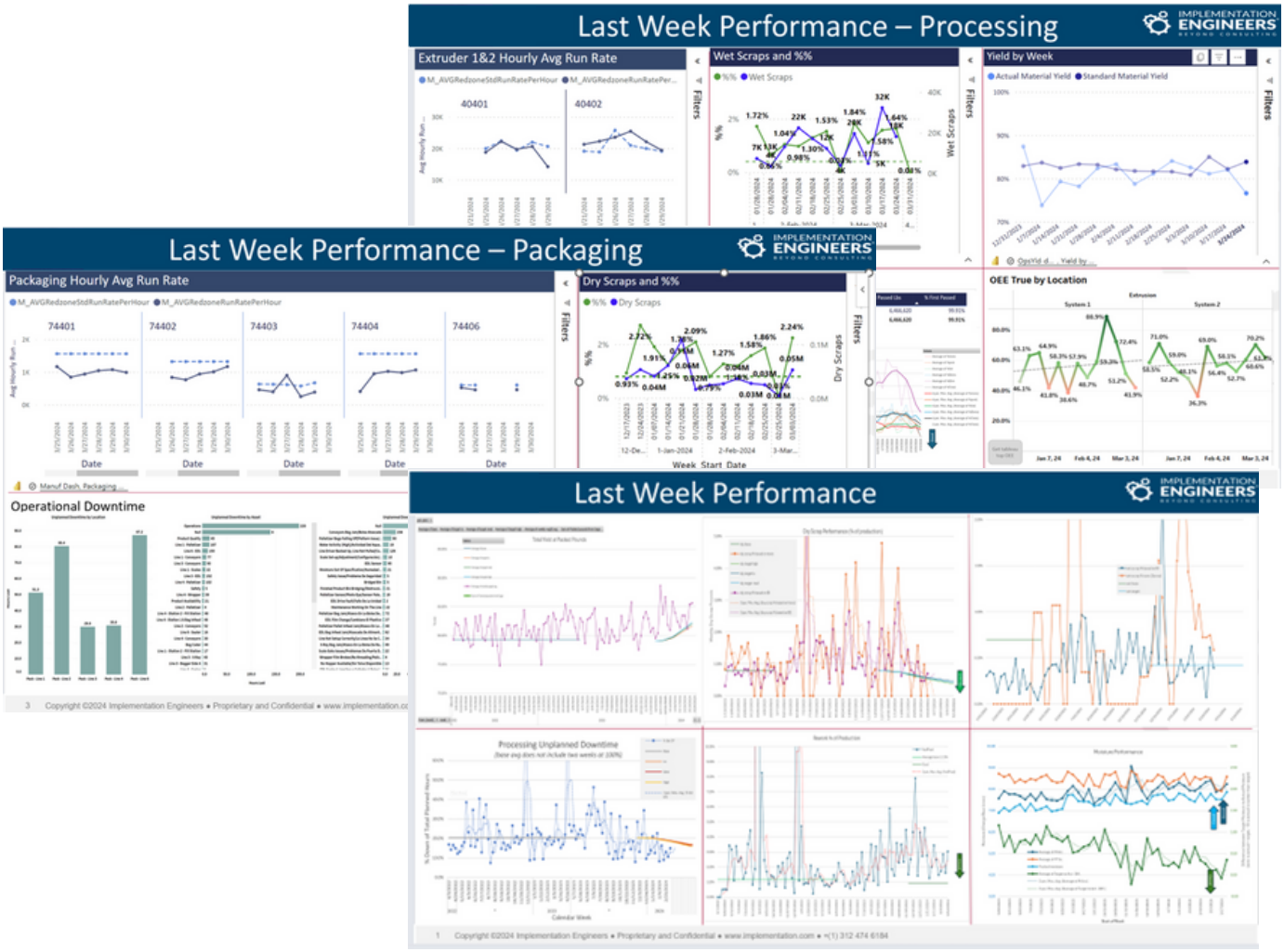
Operations Optimization

- **Current State:** Front-end processing operated at just 50% of potential capacity due to downtime, rework, and poor process control. Quality issues generated significant wet and dry scrap, impacting yield and profitability.

- **Transformation:** Leveraging Design of Experiments (DOE), we optimized product quality and reduced scrap through targeted interventions, such as vacuum line installations and packaging line enhancements. Operational improvements included centerline control, regrind reduction, and Power BI dashboards for real-time visibility.

- **Results:** Processing capacity increased by 28% (8,281 lbs/hr), wet scrap rate decreased by 31%, and dry scrap rate dropped by 49%. Finished goods bin availability improved by 54%, unlocking throughput potential.



Power BI dashboards implemented

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Management Operating System (MOS)

- **Current State:** The absence of structured management processes hindered accountability and continuous improvement.
- **Transformation:** We implemented a robust MOS featuring shift-start meetings, daily and weekly reviews, short-interval controls, and a formalized escalation process. Leader standard work, action logs, and shopfloor coaching embedded a culture of proactive management, supported by workshops on root cause corrective action (RCCA) and active management behaviors.
- **Results:** Standardized processes and real-time data drove a cultural shift toward accountability and performance, laying the foundation for sustained gains.

The Impact: $2.3M in Value and a Stronger Future

The financial outcome was compelling: $2.3M in annualized benefits from increased yield, driven by quality enhancements and downtime reductions. Beyond the numbers, the pet food manufacturer gained a scalable operational backbone—standardized processes, a modern CMMS, and a proactive workforce—positioning it for growth or an optimized exit. For the private equity firm, this translated into a healthier balance sheet and a more valuable asset in the pet food market.

- **Downtime Reduction:** Proactive maintenance and operational enhancements minimized disruptions
- **Yield Improvement:** Enhanced quality controls and scrap reduction boosted first-pass yield
- **Cultural Shift:** A reactive operation evolved into a data-driven, proactive leader in pet food production, supported by real-time dashboards and a robust MOS

For C-suite leaders in private equity or portfolio companies, Implementation Engineers is more than a consultant—we're a strategic partner that turns vision into value. In the pet food industry, where operational efficiency drives competitiveness, our hands-on execution delivered $2.3M in benefits while building a foundation for sustained success. We don't just strategize; we implement, ensuring results hit the bottom line.

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Let’s Get Started

- Schedule a meeting with our team to discuss how Implementation Execution (IX®) can help your organization achieve its goals. Submit an IX® request on our website at www.implementation.com
- Visit www.implementation.com to read more about IX® and how we have helped our clients create sustainable results
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