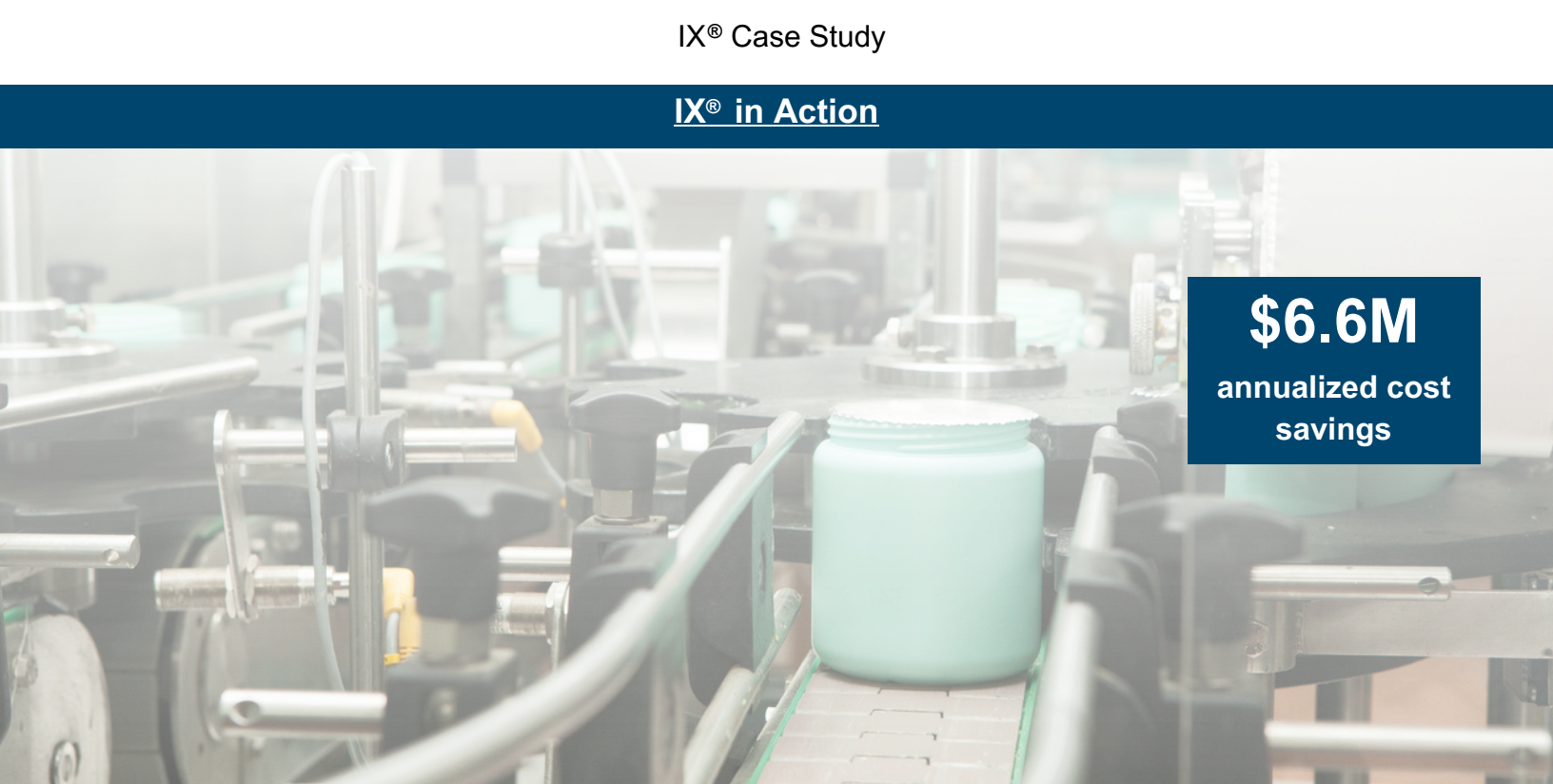




IMPLEMENTATION
ENGINEERS®
BEYOND CONSULTING

IX® Case Study

**Transforming Cosmetic Manufacturing: \$6.6M in Value
Unlocked with Implementation Engineers**

**\$6.6M**annualized cost
savings

Implementation Engineers partnered with a leading private equity firm to unlock operational value across two cosmetic manufacturing facilities within its portfolio. These plants, dedicated to producing beauty and personal care products, faced unique challenges in operational efficiency, cost management, and productivity. Our collaboration transformed these facilities into high-performing assets, delivering measurable financial and operational gains while positioning Implementation Engineers as a strategic partner for C-suite leaders seeking sustainable value creation.

Plant 1: Enhancing Efficiencies & Reducing Costs

Our engagement began at the first cosmetic manufacturing facility, where the primary objective was to boost operational efficiency and lower the cost per unit. Despite a capable workforce and infrastructure, the plant struggled with inconsistent processes, manual data handling, and inefficiencies in production flow. Implementation Engineers deployed a tailored suite of operational improvements, leveraging our expertise in performance optimization and process redesign. Key initiatives included:

- **Standardized Data Management:** Enhanced continuous improvement by centralizing data storage and visualization, enabling data-driven decision-making
- **Automation:** Reduced communication delays and administrative burdens by automating data collection and display
- **Visual Management:** Installed performance-driving Visual Management boards across Operations, Quality, Maintenance, and Warehouse functions
- **Tiered Meeting Structure:** Optimized information flow with a structured meeting cadence, aligning teams on priorities and actions

IX® in Action

- **Supervisory Tools:** Equipped supervisors with Leader Standard Work and Gemba walks to enhance oversight and accountability
- **Downtime Reduction:** Targeted startups, changeovers, maintenance, and micro-stops to minimize production interruptions
- **Production Scheduling:** Established Master Production Scheduling (MPS), job sequencing rules, and a Plan For Every Part to streamline operations
- **Inventory Optimization:** Reduced fragmentation, implemented transaction standards, and launched a cycle counting program with root cause failure analysis (RCFA)

Results

- **16%** increase in units produced per direct labor hour
- **10%** reduction in direct labor cost per unit
- **\$1.4M** in annualized cost savings

The success at Plant 1 demonstrated our ability to deliver rapid, impactful results, prompting our private equity client to expand our engagement to a second facility within the same portfolio company.

Plant 2: Overcoming Capacity Constraints & Changeover Challenges

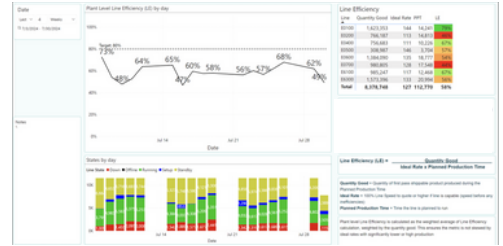
The second facility possessed surplus physical capacity but fell short of efficiency targets due to prolonged changeover times, poor planning, and fragmented management systems. Production losses hindered the plant's ability to meet its cans/day goal, while gaps in scheduling, data analytics, and cross-shift communication compounded the issue. The C-suite sought a partner to optimize labor productivity, reduce costs, and enhance the value stream.

Implementation Engineers conducted a comprehensive assessment and executed a multi-faceted improvement plan targeting operations, supply chain, Industry 4.0, and the management operating system. Key activities included:

- **SMED Events:** Reduced changeover times through Single-Minute Exchange of Die (SMED) workshops, minimizing downtime

IX® in Action

- **Rapid Improvement Events (RIE):** Executed Value Stream kaizen bursts to address bottlenecks and drive continuous improvement
- **DMAIC Projects:** Applied Define-Measure-Analyze-Improve-Control methodology to solve complex operational challenges
- **Management Operating System:** Implemented Handover Meetings, Gemba with Observations, Leader Standard Work, a KPI Tree, and a tiered meeting structure (Tier 1-5) to align teams and enhance communication
- **Scheduling Optimization:** Refreshed wheel cycle horizons, added grouping layers to the scheduling wheel, and established a review process for wheel break-ins, improving planning accuracy and efficiency
- **Data-Driven Insights:** Developed a Power BI reporting tool with automated data refresh, providing shift, daily, and weekly performance visibility to leadership
- **Changeover Integration:** Incorporated changeovers into daily schedules, boosting operational predictability



Line Efficiency,
Changeover & Downtime
Code Compliance Power
BI reports developed and
implemented

Results

- **22%** reduction in direct labor cost per unit
- **\$5.2M** in annualized cost savings

Strategic Partnership Impact

Across both facilities, Implementation Engineers delivered a combined **\$6.6M in annualized cost savings**, alongside significant gains in productivity and efficiency. Our holistic approach—integrating operational excellence, advanced analytics, and robust management systems—transformed these plants into competitive, high-value assets within the private equity firm's portfolio. For private equity leaders and C-suite executives, Implementation Engineers is not a consulting firm—we're a trusted partner in unlocking operational potential and accelerating value realization. Let us help you transform your portfolio companies into industry leaders.

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
- Follow us on LinkedIn to stay up to date with the latest industry insights and updates. Join our network to access exclusive content and stay connected with our team of experts

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