



Agriculture Facility Strives to Meet Global Demand

A seed processing facility's key objective was to meet the long-term global customer demand for high quality vegetable seeds. The plant is a unit of a Switzerland-based world-leading agribusiness committed to sustainable agriculture through innovative research and technology.

The client made business decisions primarily based on revenues which are tracked monthly/quarter/yearly versus understanding whether they are "winning or losing" on a daily basis. To meet customer demand and enhance timely service and output, the client needed better planning to manage proactively. It was essential to determine details like the volume of the backlog and the true cost of producing a bag of seed, including labor.



DB&A Analysis

In the initial assessment of the culture, DB&A determined that there needed to be a shift from managers largely focusing on the technical aspects of the business to becoming a more people-focused environment where management empowered the workforce to drive operational and financial performance.

There was a lack of consistent communication and accountabilities at all levels and within all functions and areas. There was also ineffective and inconsistent floor-level metrics. Finally, there was an inability to identify and quantify "real-time" operating barriers and initiate self-directed solutions.

Client agreed that DB&A's approach of focusing on front-line manager execution was a huge opportunity. DB&A focused on the areas of Quality, Warehousing, Shipping and Receiving and Operations.

The DB&A Difference

Project Results

- Area productivity increases were as follows:
 - Conditioning 48%
 - Handpick 48%
 - Treat/Pack 46%
 - Warehousing 19%
 - Seed Lab 28%.
- DB&A achieved 111% of the guaranteed annualized savings.

Behavior Changes

DB&A expanded the management team's capabilities and overall capacity leading to the following changes/improvements:

- Leads have an orderly process to execute their daily plan
- Front-line leads supervise proactively rather than reacting after problems occur
- Leads manage by floor-level metrics rather than by emotion
- Individual departments have the ability to be measured by goals and targets
- Top-down expectations are communicated with specific deliverables for follow-up which drives process improvements to the floor-level

Since 1987 DB&A has provided cross-industry management consulting delivering 15-20% in operational and financial improvements to our clients with a financial guarantee. We deliver customized solutions that maximize existing resources to increase efficiency, capacity, and productivity. Our approach is to work with all levels of management to transform management culture in order to drive accountability where it matters most: the front-lines. For more information visit www.dbareresults.com or email contact@dbareresults.com