

## Case Study - Food Manufacturing

# Designing Lean Value Streams: A Manufacturer Implements Operational Excellence Principles to Drive Real Results

### Client

Laitram Machinery, a leading manufacturer of seafood processing equipment based in Louisiana with nearly 2,000 employees worldwide.

### Challenges

Improving process flow in all areas, addressing a high variability of product mix and a seasonal sales cycle, and expanding into new markets.

### Solution

Applying the eight principles of Operational Excellence to achieve end-to-end autonomous value stream flow from the office through delivery.

### Implementation

Laitram team members were taught Operational Excellence principles to guide every employee's actions and enable them to self-manage – a core component of Laitram's organizational model. It started applying the principles in its assembly area, then moved on to its installation process, where parts previously shipped to customers in multiple containers over several days with no instruction about which container to open first or how to unload the equipment based on the order of the build. Now, "[t]he parts arrive at the right time, so customers can build right away and not have to store certain materials and wait."



*A green flag in the final assembly tells everyone that the delivery of the product to the customer is on time.*

Next, Laitram took the concepts to the offices, first in its order processing area, where it created discrete workflow cycles to move information forward. It also applied the principles to the flow of information in engineering, which enabled it to efficiently transition to a new piece of equipment to address the high variability in its product mix. Once it applied the principles throughout the operation, Laitram could focus on business growth.

### Results

In just two years, Laitram has leapfrogged its performance:

- It has capitalized on new opportunities for its equipment in other applications, such as selling shrimp graders for crab, lobster, vegetables and nuts
- Autonomous value stream flow has enabled operations management the time to visit customer facilities to discuss new solutions, installation improvements and more
- Production can now keep pace with sales, so there are no delays – responsiveness that is driving more business

Download the case study from *Processing Magazine* about how Laitram applied the principles of Operational Excellence to gain new market opportunities by [clicking here](#).

### Contact Us

1130 ten rod rd ste. a 201  
north kingstown ri usa 02852  
401.667.7299  
[info@dugganinc.com](mailto:info@dugganinc.com)

### Visit Us

[dugganinc.com](http://dugganinc.com)